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COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

SUMMER 2012

LTG Ronald L. Burgess Jr.

DIA Bids Farewell to its 17th Director

One Mission. One Team. One Agency.

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LTG Ronald L. Burgess Jr.
Director, DIA

Jane A. McGehee
Chief, Agency Communications and Branding

Dana M. Black
Managing Editor

Christine D. Wolfe
Editorial Staff

Brian D. Nickey
Design/Layout

Media Services Division
Printing and Posting

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Correspondence should be addressed to: DIA Communiqué, Public Affairs Office, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, D.C., 20340. Telephone: 202-231-0814 (DSN: 428-0814). The DIA Public Affairs Office welcomes your comments, which may be emailed to our Internet address at DIA-PAO@dodiis.mil or to our JWICS email address at diem908-DIA@dodiis.ic.gov.

www.dia.mil

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DIA SUPPORTS 2012 NATO Summit in Chicago

By Michael J. Berry, DX

DIA's defense attachés played a key role in the 2012 NATO Summit, serving as planners, escorts and liaisons.

In late 2011 President Barack Obama proposed hosting the next NATO Summit in the U.S.; NATO accepted the offer and scheduled the 2012 NATO Summit for May 20-21 at Chicago's McCormick Place, the largest convention center in the world. The 2012 NATO Summit proved to be the largest diplomatic event held in the United States since the signing of the Charter of the United Nations in San Francisco in 1945.

> *"DIA support to the NATO Summit was an unqualified success, both in terms of DIA's support to DOD and the summit and to the individual attaché operations."*

More than 50 allied and partner-nations' heads of state and foreign and defense ministers, and their staffs attended. The U.S. delegation consisted of the president, the secretary of state, the secretary of defense, the chairman of the Joint Chiefs of Staff (CJCS), the supreme allied commander of Europe and the commander of the International Security Assistance Force (ISAF).

DIA's defense attachés (DATTs) played a clutch role in summit planning and escorting defense ministers to and around Chicago. Secretary of Defense Leon Panetta tasked DIA to coordinate and provide DATT escorts for the estimated 61 ministers of defense (MODs) attending the summit, along with their heads of state and foreign ministers. The Defense Counterintelligence and Human Intelligence Center's Office of Attaché Operations (DX/DXA) headed DIA's effort, with Special Assistant for Attaché Operations Support Michael Berry assigned as the mission coordinator.

After an initial site visit in March to McCormick Place, the physical scope of the effort became apparent, and LCDR Leonid "Leo" Hmelevsky, naval attaché-designate to Ukraine, was delegated to serve as Berry's deputy and principal DIA NATO Summit action officer.

The U.S. Department of State had the lead for coordinating inter-agency planning. Embedded in State's Chicago Liaison Officer Coordination Center, the DXA team of Berry and Hmelevsky provided overall direction

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DIA provided 44 defense attachés to serve as escorts for the two-day NATO Summit in Chicago.

and information flow to the DATTs and their country defense delegations. It was the individual DATTs, however, who executed the mission. Given their military experience in integrating operations and logistics, the DATTs were instrumental in ensuring delegation movement was coordinated and their MODs arrived at the right venues and on time. This frequently required calling "audibles" in mid-event to adapt to a rapidly changing scenario.

Additionally, given sometimes tenuous communications procedures with those countries who do not maintain diplomatic liaison with NATO, a number of the DATTs became de facto conduits between their host nation's defense ministry and summit and NATO planners. DATTs eventually facilitated the determination of final attending countries, and DIA ultimately fielded 44 DATT escorts for NATO, ISAF and partner MODs who attended the summit.

DIA support to the NATO Summit was an unqualified success, both in terms of DIA's support to DOD and the summit and to the individual attaché operations. The State Department NATO Summit Task Force director personally singled out the DATTs' role as critical in making the overall escort mission a success, and Panetta also personally thanked the DIA MOD Escort Coordination Team for the support the DATTs provided in fulfilling the DOD side of the summit mission.

Photos provided by DX

Col Christopher Cook, air attaché to Italy, escorts Italian Defense Minister Giampaolo Di Paola and Chief of Defense Gen. Biagio Abrate at the NATO Summit.

"This trip had a huge, positive impact on our mission. The amount of time I was able to spend in private conversation with the MOD was priceless," said one DATT. "[It was] certainly well worth the dollars and time invested by DIA and myself."

Says another DATT about the summit, "My [defense] minister went home smiling."

Read about DIA analysts' support to the summit in the June 18 InterComm article on JWICS.

NATO
OTAN
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SUMMIT
2012

GEARING UP for Analysis

By Richard L. Fuller, DI

Maybe not quite in 007's league, but there are still a few essential tools and tips you can use to gear up for analysis.

You work for an intelligence agency, right? So where is James Bond's friend "Q" with all the little gadgets that make working on top secret material easier? Although DIA analysts may not have Bond's modified attaché case that discharges when opened or his dagger shoe with a concealed poisoned blade, there are a few items available for private purchase that can make our jobs easier. Considering many of us accumulate more than a decade or two of service before retiring, you may even want to consider these purchases as career investments.

Headphones, shooting muffs or earplugs

Hearing protection devices offer an inexpensive way to simulate quiet office space while working within a busy newsroom-style workspace. They're especially handy for blocking out noise when reviewing text, drafting a report or reading message traffic. Options range from the 25-cent-pack of foam earplugs to the higher cost, high-tech noise cancelling headphones.

Personal courier bags

Courier bags are not as frequently needed in the digital age, but they are still a nice accessory and can save valuable time. If you've ever had to make a last-minute change or add a document to an already double-wrapped package you know how frustrating it can be to tear open and re-seal an envelope. Having a personal courier bag is a great convenience, as the office bags never seem to be around when you need them. And you can pre-stock your courier bag with other necessary tools, for example a laser pointer or business cards. Government approved courier bags are available from a number of retailers. I recommend A. Rifkin Company's locking executive attaché case for an outer bag, and one or two document-sized locking inner bags like their SafetySac. When ordering, request identical locks so they use the same key. And it goes without saying that you'll also need a DIA courier badge — get it before you need it.

Laser and mechanical pointers

Pointers serve as useful tools when presenting a briefing or conducting a discussion. I recommend having one laser pointer and one mechanical pointer with you at any presentation. Consider lasers that use AAA batteries — they're easy to find and inexpensive. Avoid the types

Photos by Richard L. Fuller, DI

Headphones, courier bags and computer glasses are simple tools that can make an analyst's life easier.

that use watch batteries. Mechanical pointers may be "old school," but they never run out of batteries, cost as little as a latté, and are a good backup if the conference room screen is transparent to lasers.

Computer glasses

Often used in digital gaming communities, computer eyewear was designed to reduce eyestrain and fatigue during extended periods of play. But these anti-glare glasses have gained popularity with accountants and engineers, and come in handy as well for intelligence analysts. Computer glasses help to decrease eye strain while keeping eyes moisturized by decreasing the airflow around them. Special tints and coatings on the glasses aid in enhancing contrast and reducing glare. Analysts who wear prescription glasses can get a pair of normal eyeglasses specifically focused for computer work, and can request anti-reflective coatings to reduce computer screen glare. These glasses are not a substitute for resting your eyes periodically, but they help! Gunnar Optiks seems to be the most popular for both prescription and non-prescription. I've worn a pair for over a month and have noticed a decrease in eye fatigue and dry-eye irritation.

Printable business card stock

The digital age has not replaced the business card as a key item for professionals networking within the intelligence community. However with reorganizations or rotational assignments around every corner, a bulk purchase of 100, 500 or 1,000 cards may not be financially wise. Analysts can purchase cardstock, such as Avery, to print customized cards using a standard color printer. Printing one sheet easily produces a dozen decent cards — you won't win any style awards with these but they will serve their purpose. Include important information such as your various email addresses and secure phone number. You can also contact DAN Customer Service for DIA business card templates and in-house printing.

Ergonomic Keyboard and Mouse/Track Ball

These take a little more work than the other items because they need approval by DIA systems administrators. Upgrades to a keyboard and mouse must be models on DIA's approved hardware list, or be preapproved by the network team. Basic requirements are that they cannot require the use of separate software or be wireless. I worked with DIA several years ago to get my personally purchased items approved, and it was worth the effort!

HODGES' HARBRACE HANDBOOK
THIRTEENTH EDITION
영한사전
THE BUSINESS WRITER'S HANDBOOK
Merriam-Webster's
Eleventh Edition

Books

There are five basic books even a beginning intelligence analyst should acquire. These include a college-level dictionary, a grammar book, The Business Writer's Handbook, and both an atlas and a contemporary history related to your country or region of interest. You may also want to consider a foreign language dictionary for your target country or for each of the languages you speak, and a relevant computer software handbook.

Foreign Language Keyboard Stickers

With all the emphasis on foreign language, the ability to type and search in another language can be essential. For languages like Arabic, Korean, Russian or others, transparent stickers for the keyboard make typing in these languages much easier and faster once the software package is installed, enabling typing and reading of these texts. Because they are transparent, you can still see the original key letters. The stickers are available from many online stores, but they do wear out, so consider buying two sets.

A Pocket Briefcase, or Pocket Notebook and Pen

Not everyone was in the Boy Scouts, but that doesn't mean you can't borrow a page from the Boy Scout Handbook. Always have a pen and something to write on. While there are fancy leather "pocket desk" styles, a budget flip-top notepad or some alligator-clipped 3x5 cards and a standard pen will suffice. I received a Levenger Shirt Pocket Briefcase as a gift, and it has served me well around the Beltway and in three countries. They are great for jotting down notes from quick discussions, writing directions or addresses, or leaving a note on a colleague's desk. One note of caution: be mindful of what you write on the pad at work and be certain you clear it out before you leave for the day, or just leave it at work.

DIA (or office) Coins

The tradition of the unit or commander's coin within the Department of Defense seems strange to civilians who have not been "read-on" to this phenomenon. Coins are a great gift for service members and are frequently displayed at cubicles or in a shadow box. I recommend carrying along a few coins from your home office or agency when you travel. Consider presenting one to that Army specialist who jumped through hoops to get your presentation up on a network or to the airman who volunteered to assist you in your training exercise. DIA coins are available in the memorabilia store at DIA Headquarters.

The Art of PROGRAM MANAGEMENT in Acquisition

By Norval L. Broome, AE

The "Art of War" has had an impact on military doctrine around the world for 2,000 years; yet, its greatest usefulness may be off the battlefield and in business.

Around 500 B.C. Sun Tzu was a general during a time in ancient China when combat skills were very much in demand. During this period he penned the oldest and most successful military treatise in the world, "Art of War." Originally written on strips of bamboo, "Art of War" became the quintessential how-to guide for military strategists in Asia for the next 2,000 years. Since publication the book has had an impact on military doctrine around the world; yet, its greatest usefulness may be off the battlefield.

Unknown to most, "Art of War" is very effective in helping business leaders compose a successful business strategy. Like their military counterparts, business leaders must have a firm grasp of strategy, doctrine and leadership because business is similar to warfare. DIA's Office of the Acquisition Executive (AE) assists program managers to become better trained, professionalized and schooled in the art of war on the acquisition battlefield — making them more effective in the acquisition process. To do this the program manager must master three specific "arts": the Art of Effectiveness, the Art of the Possible, and the Art of Strategic Advantage. If a program manager understands these three arts, this individual will understand the art of program management in acquisition.

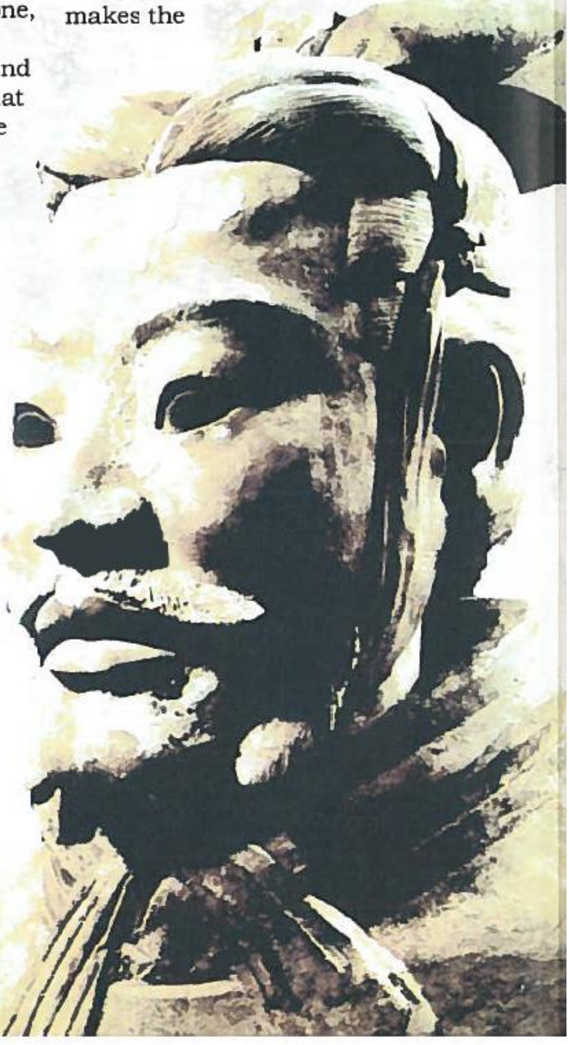
Art of Effectiveness

The Art of Effectiveness comprises, among other skills, leadership. Sun Tzu said, "The commander stands for the virtues of wisdom, sincerity, benevolence, courage and strictness." These traits are not always found among management, but they are readily found among leaders. Leaders just have something in their backbone, something called courage, which drives them to move their projects and programs forward. Leaders know that the greatest barrier to success is the fear of failure, so they never allow that fear to overcome their belief in the mission. To be an effective leader, one must realize that the title of program manager may be granted by charter; however, the title of leader must be earned through hard work, high ethical resolve and the audacity to lead.

Art of the Possible

In the Art of the Possible, one must be aware of risk management. Sun Tzu said, "Know the enemy and know yourself, and never in a hundred battles will the victory be at risk." The successful program manager ensures, through planning, a successful outcome for his project before the work actually begins. This entails identifying the risks that threaten a project; quantifying them if possible, and prioritizing them; and then planning to ensure that these risks are avoided, mitigated or transferred away from the project. "Scope creep," something that can introduce more risk, is not allowed. If a program manager must accept a risk, it is ensured that contingency plans are in place in case something goes wrong. In other words, risk planning makes the

The program manager must master three specific arts: the Art of Effectiveness, the Art of the Possible, and the Art of Strategic Advantage.



program possible by mitigating failure and promoting successful outcomes.

Art of Strategic Advantage

In the Art of Strategic Advantage one must understand acquisition. Sun Tzu said, "When goods are expensive, you exhaust your resources, and once your resources are exhausted, you will be forced to increase extractions from the military." Thus, the program manager uses effective acquisition methodologies to gain a strategic advantage, which allows for sparing resources. A good program manager creates an acquisition plan for every major procurement and understands how contracting works. A good program manager prefers to use firm-fixed price contracts. A good program manager uses cost-based contracts, only when absolutely necessary to most effectively use monetary resources. The austere budget environment we are currently entering demands this. It just makes sense for a program manager to use acquisition and contracting to the full advantage.

> **Only 25 percent of programs are successful; 75 percent are not.**
>
> *– Program Management Institute*

According to the Project Management Institute, only 25 percent of programs are successful, meaning 75 percent are not. The difference is because of enlightened program leadership. A successful program must first have a program manager oriented toward success. For a program can only be as good as its program manager — and to be a good program manager one must truly be wise in the Art of Program Management.

The Office of the Acquisition Executive manages Defense Acquisition University training for the agency. If you are a program manager in need of further certifications or training, please call 703-907-0725.

COLLABORATIVE GOVERNANCE:
Creating an Architecture to Support Intelligence

By Todd A. Brymer, FE and Deborah M. Melancon, CS

Using DIA's Council of Deputies, the authors share how innovative governance environments enhance efficient and effective decision-making, reduce unaffordable redundancy and increase transparency.

In today's era of diminishing resources, managers within government agencies must become more efficient to fulfill their missions; this includes finding efficiencies in their decision-making process and in the way they issue directions to their agency. Finding more innovative governance structures should be a priority for every public organization, and governance bodies must be nimble and make timely decisions to keep pace.

Governance with a Global View

Governance is how organizations give direction to carry out their missions. Often in the public sector, agencies rely on many fractious governance bodies responsible for narrowly focused functions. Often reporting to levels below the director, these individual lower bodies are not structured to take a global view of the organization, its overall responsibilities or the ripple effect from decisions made. Instead, their primary interest rightly focuses on secondary functions, such as compliance or recruiting and staffing. Agencies must create a way to harmonize the work of these lower bodies with the organization as a whole. The focus of agency leadership should be "the network" connecting governance bodies, enabling the agency to benefit from the collective good that is being accomplished.

Mapping the Landscape, Building Architecture

Many organizations have not mapped out the complete landscape of governance bodies existing within their agencies. As such, they do not comprehend what each is doing or the interrelationship among them.

When any large organization has many governance bodies, it must consider how to manage the network of boards and committees, which many agencies allow to loosely exist laissez-faire. This approach may be seen as providing the bodies with autonomy. However, a governance structure is less about accountability or flexibility, and more about how agency leadership can and should manage the interrelationship between the governance bodies.

Take Inventory

Effective management requires documenting the boards and committees existing within an agency's governance architecture. Organizations must first inventory

the existing governance bodies, accomplished through interviews with members of the bodies to determine the following:

- **Who** are the people or positions comprising the governance body? To whom does the body report?
- **What** are the outcomes expected from the body (advisory or decision-making)?
- **When** does the body meet? Is it a permanent or temporary body? When was the body established?
- **Where** does the body sit, both geographically and organizationally?
- **Why** does the body exist? Was it chartered to comply with laws and regulations or because of a leadership decision?
- **How** does the body communicate with its internal membership and with external stakeholders?

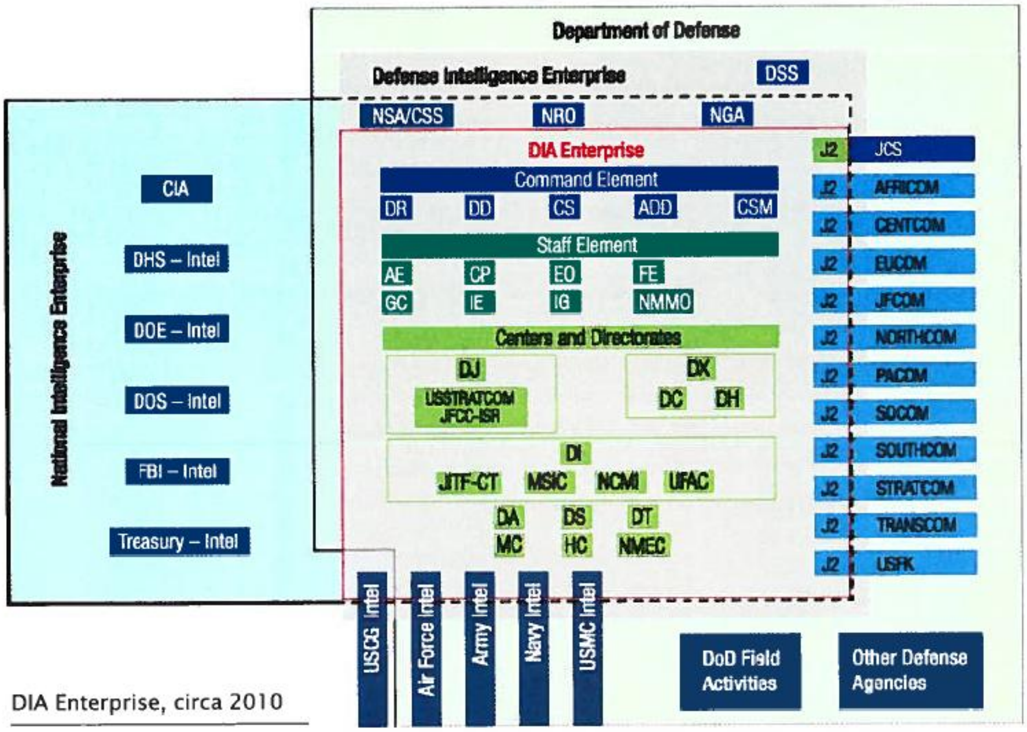
Once the inventory is complete, conduct a comparative analysis to identify inefficiencies in the existing governance architecture:

- Identify governance bodies not adding value and those with overlapping responsibilities and membership. Often, the same people attend numerous meetings with varying levels of relatedness. Consolidating governance bodies with similar responsibilities and common memberships into more streamlined governance bodies saves time and effort, as well as reduces bureaucracy.
- Use available technology to enhance transparency, communications, and collaboration. Organizations wanting to enhance collaboration among boards will embrace the technology that presents a common communication forum.
- Identify best practices and standardize processes with a common operating language and media. Efficient operation of the network of governance bodies requires a basic level of standardization for the flow of information across organizations. Unified communications helps boards ascertain responsibilities and authorities in a common, visible format.

DIA Case Study: Council of Deputies

DIA's mission expanded greatly in 2006, merging nine combatant command intelligence organizations into DIA's financial and administrative oversight. This large merger, with budgetary responsibilities and more than 4,000 civilian and military positions, changed the size and scope of DIA, and resulted in more than 50 percent of its workforce shifting outside of the National Capital Region. Each of the merged organizations was equivalent to a major acquisition of a private-sector company; while each organization had similarities, each was unique in location and focus.

At first there was no standardized way to include the combatant command senior intelligence officers in decision-making on issues affecting the DIA workforce. However, by using the methodology above, DIA performed an assessment of the post-merger integration of the new, larger agency, resulting in a more streamlined governance structure.


Department of Defense
Defense Intelligence Enterprise
DSS
NSA/CSS
NRO
NGA
National Intelligence Enterprise
CIA
DHS – Intel
DOE – Intel
DOS – Intel
FBI – Intel
Treasury – Intel
DIA Enterprise
Command Element
DR
DD
CS
ADD
CSM
Staff Element
AE
CP
EO
FE
GC
IE
IG
NMMO
Centers and Directorates
DJ
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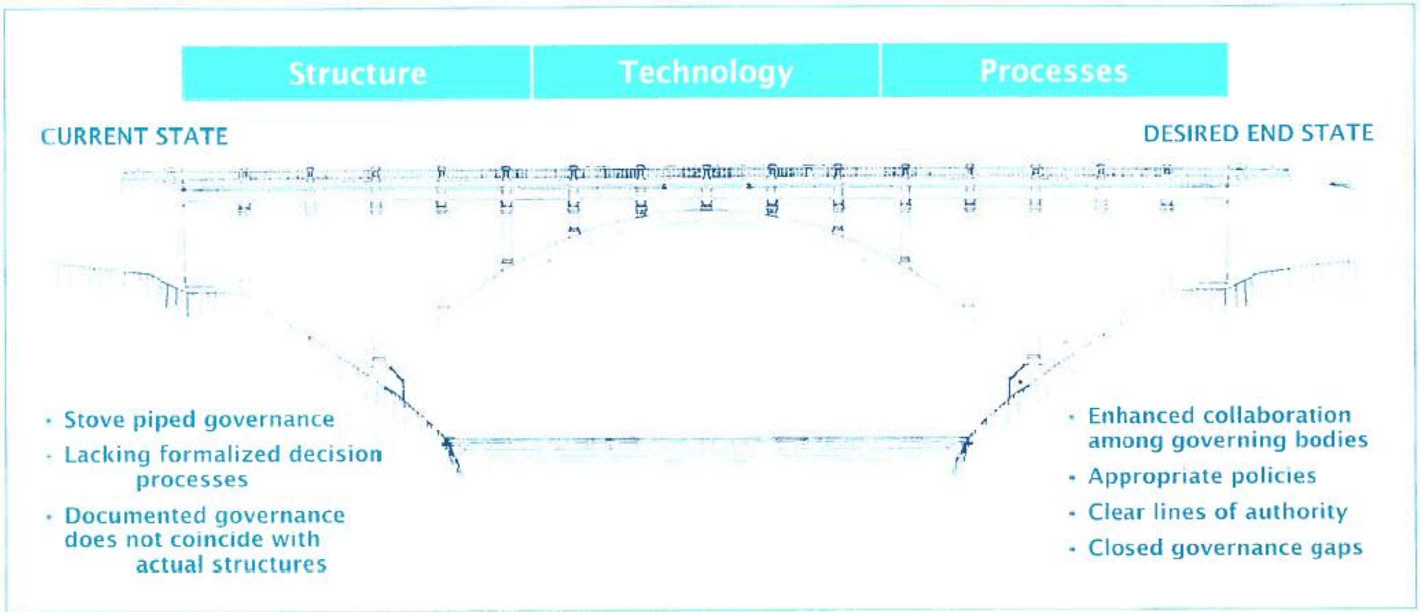
CENTCOM
EUCOM
JFCOM
NORTHCOM
PACOM
SOCOM
SOUTHCOM
STRATCOM
TRANSCOM
USFK
USCG Intel
Air Force Intel
Army Intel
Navy Intel
USMC Intel
DoD Field Activities
Other Defense Agencies

DIA Enterprise, circa 2010

A key effect was the elimination of five high-level boards and committees with overlapping membership and responsibilities, and the creation of a new governance board to fill gaps in responsibilities not previously addressed. The new governance body, the Council of Deputies, has the mission to inform, consult, and when appropriate, decide on issues of importance, such as DIA's annual budget, policies and strategic planning.

Using an inclusive approach, the Council of Deputies is responsible for keeping DIA


Structure
Technology
Processes
CURRENT STATE
DESIRED END STATE
· Stove piped governance
· Lacking formalized decision processes
· Documented governance does not coincide with actual structures
· Enhanced collaboration among governing bodies
· Appropriate policies
· Clear lines of authority
· Closed governance gaps

Governance Bridge to Value Creation

leadership informed in its decision-making. For the first time, far-flung organizations that were merged into DIA have a voice in decisions affecting their organizations and workforce, reducing the "us versus them" mentality.

The Council of Deputies is a great step toward efficiency. Its creation eliminated several other meetings, ranging from formal to ad hoc, merging them into a single, biweekly forum. The membership of the council is flexible: headquarters staff only when appropriate, such as for issues affecting the National Capital Region, with the extended combatant command leaders included on issues affecting personnel and budget execution. Membership at times expands to include the military service intelligence deputies as affiliated stakeholders when their programs may be affected.

Since its initial session, the Council of Deputies has engaged significant topics such as programmatic priorities and tradeoffs, personnel system transitions and hiring plans. The Council of Deputies proved its value while planning for the fiscal year 2013 program build. With recommendations in hand from across the enterprise on priority investment areas, tough discussions took place on tradeoffs: What were we willing to give up, in order to invest in priority areas?

Because of the council's broad membership, DIA more effectively institutionalized its relationship with the combatant commands' intelligence organizations and showed increased transparency with the military services.

Streamlining Governance Yields Value

Government leaders must create governance environments to enable efficient and effective decision-making, reduce unaffordable redundancy and increase transparency. Managers should question the status quo of their existing governance structure. Additionally, they should be sure that governance drives their organizations toward more responsive and transparent operations. The end result will be to increase overall efficiency and to create a path to better decision-making.

Editor's note: This is an excerpt, reprinted with permission, from the Public Manager, volume 41. It has been edited for length and style. Read the original article in its entirety at http://www.thepublicmanager.org and search DIA.

DIA Strategy: Where Are We Now?

By Dr. Daneta G. Billau, CE

As the agency marks six-months since implementation of the DIA 2012-2017 Strategy began, leadership is making certain every agency activity is aligned to the plan.

After 50 years of service, DIA has evolved into a much different institution than it was when established in 1961. The agency's challenges today are further complicated by the convergence of the advanced pace of technology; a complex, rapidly shifting international political environment; and increasing competition for global resources. To remain in front of these challenges and support decision-makers, DIA strives to continually strengthen its intelligence operations. The agency accomplishes this through relying on enhanced intelligence integration, fostering greater public-private sector dependencies, and providing unparalleled leadership across the defense intelligence enterprise and the intelligence community.

This past year DIA developed a new strategy aligning agency priorities to those laid out in the National Security Strategy, National Intelligence Strategy, Defense Intelligence Strategy and the National Military Strategy. The DIA 2012-2017 Strategy establishes, through its four goals and 12 objectives, the direction necessary to guide the agency during the next five years. This strategy is founded on who DIA is and what it does best — a national-level combat support agency expert in all-source analysis focused on foreign military and defense-related matters.

In October DIA published an implementation plan that translates the strategy into specific initiatives. As the agency marks six-months since implementation began, DIA leadership is making certain every agency activity is aligned to the strategy. To accomplish this, a performance management framework drives planning, playing a key role in shaping the agency's budget.

DIA leadership convened in January to review the strategy, prioritize specific initiatives and begin the process of translating strategy priorities into resource requirements for the fiscal year 2014-18 budgets. To ensure the strategy's integrity in the next year, leaders agreed that 10 initiatives from the implementation plan would receive immediate emphasis, with others to quickly follow. As initiatives are completed, new ones take priority.

DIA is first in all-source defense intelligence to prevent strategic surprise and deliver a decision advantage to warfighters, defense planners, and policymakers. We deploy globally alongside warfighters and interagency partners to defend America's national security interests.

DIA MUST-DO INITIATIVES

Goal 1: Provide Strategic Warning and Support Contingency Operations

- 1.1.2: Integrated Warning Framework
- 1.1.3: Integrated S&TI Framework
- 1.2.1: Integrated DIO/DIIO Working Groups
- 1.3.1: Crisis & Contingency Response
- 1.3.2: Integrated Readiness

Goal 2: Strengthen Core Mission Capabilities

- 2.1.1: Cross-Directorate Efficiencies
- 2.2.1: Total Workforce Management

Goal 3: Partner and Innovate to Gain Advantage

- 3.3.3: Expand Innovation Outreach

Goal 4: Optimize Performance Relevance

- 4.1.2: Integrated Performance Management Framework
- 4.2.1: Unqualified Financial Audit
- 4.3.1: Agency Planning Processes

Implementation of these initiatives is already well underway, with appointed "strategy champions" leading the charge for each. The champions coordinate the definition of scale, scope, key activities, measures of success, and resource requirements for their initiatives. Strategy champions are also responsible for monitoring and reporting to senior leadership on the progress of their initiative as it addresses overall agency health.

As a next step in continuing the strategy's forward momentum, DIA established a performance management advisory council (PMAC). The PMAC advises strategy champions and

collaborates on integrated solutions.

In April DIA also established the performance management board (PMB) to reflect the management principles of high-performing organizations in the public and private sector. Tailored to DIA's unique culture and mission requirements, the PMB serves as the principal, senior-level body to review the status of strategy initiatives and make decisions to keep initiatives on track. Led by DIA Director LTG Ronald Burgess Jr., the PMB fosters candid and collaborative problem-solving among DIA senior leaders. Above all else, PMB dialogues offer a fact-based understanding of the challenges confronting DIA, and the board looks at what needs to be done to overcome these challenges and what specific actions are required to achieve success of the strategy. The PMB's meeting rhythm is synchronized with DIA, Department of Defense and intelligence community strategies and budget milestones.

A core pillar in DIA's new way of business, the PMB is the anchor of performance management framework to help DIA maintain a strategic focus. The nation and DIA demand nothing less. The agency vision is to work together, as one defense intelligence team, to produce outstanding results for customers around the world.

CHAMPIONING the Way DIA Does Business:

Spotlight on Strategy Champion Bradley Knopp

By Phara A. Forsythe, CE

Strategy champions like Bradley Knopp are on a mission to ensure DIA gets its business done, only better!

In January a group of individuals comprising DIA leadership met to address the agency's investments for fiscal years 2014-2018. They came away from the meeting approving 10 "must do" initiatives deemed critical to the success of the overall DIA Strategy. These individuals, titled strategy champions, were charged with working through agency stovepipes to offer candid and collaborative problem-solving approaches, by facilitating agency-wide initiatives. Essentially these individuals are driving change — championing — the way DIA does business.

DIAs
partners
new
collection
Objective
integration
requirements
career
provide
Intelligence
partnerships
integrated
development
technology
capabilities
Officers
security
conTingency
strengthen
military
States
US
information
opportunities
performance
all source

Strategy Champion Bradley Knopp, right, meets with CE's Phara Forsythe to discuss the next steps for the defense intelligence officers' initiative.

Photo by Brian D. Nickey, CP

Role of the Strategy Champion

These key change agents are responsible for coordinating the definition of scale, scope, key activities, and measures of success and resource requirements for their initiative, and monitoring and reporting progress to senior leadership. The champions interact with a fact-based understanding of DIA's challenges, meeting regularly to connect and collaborate on their efforts, to communicate issues and more importantly, solidify resolutions. Aside from their regular duties, the champions invest significant time and energy collaborating with their peers across the agency to ensure success.

Bradley Knopp, assistant deputy director for corporate operations, champions initiative 1.2.1 Defense Intelligence Officers (DIOs). Acting as the change agent for an initiative that resides outside his organizational control, he is part of a driving force making groundbreaking progress toward a new way of operating at DIA.

"It is both an honor and a challenge to be a strategy champion. Observing and participating in the implementation of the Strategic Plan leads to a far deeper understanding of DIA's capabilities and a profound appreciation for the results our agency can

deliver to the warfighter and policymaker. Leading change is always challenging but even more difficult when we remain at a high operational tempo and face significant budget reductions," said Knopp.

DIA STRATEGY CHAMPIONS

1.1.1 Warning Framework
- **RADM Elizabeth Train, J2**

1.1.3 Integrated Science & Technology Intelligence (S&TI) Framework
- **Jeffrey Rapp, DI**

1.2.1 Defense Intelligence Officers
- **Bradley Knopp, CE**

1.3.1 Crisis & Contingency Response
- **RADM Elizabeth Train, J2**

1.3.2 Integrated Readiness
- **Jim Manzelmann, DA**

2.1.1 Cross-directorate Efficiencies
- **Melissa Drisko, CS**

2.2.1 Total Workforce Management
- **Kristi Waschull, HC**

3.3.3 Expand Innovation Outreach
- **Alan MacDougall, DT**

4.1.2 Performance Management
- **Paul Batchelor, CE**

4.2.1 Achieve Unqualified Financial Audit
- **Suzanne White, FE**

4.3.1 Agency-wide Planning Process
- **Suzanne White, FE**

Championing the DIOs

DIO roles and responsibilities have shifted toward key integration functions, with DIA leadership now looking to them to utilize integrative, "one team" mechanisms in shaping the future in all four goals of the DIA Strategy. Related to their areas of expertise, DIOs integrate multiple disciplines and functions, including analysis, collection, counterintelligence, and international engagement, and — at a time of resource constraints — provide critical advisement and knowledge to DIA's director and deputy director on where to assume risk and preserve relevance. Through his role as a strategy champion, Knopp must ensure success of this shift in DIA leadership's view of the DIOs' new roles, missions and authorities.

"Being the strategy champion for the DIO initiative has given me a far greater understanding of the inner workings of DIA and an appreciation for the possibilities that greater internal integration hold for us," explained Knopp. "Beyond the ability to create and set in motion a concept to improve our agency's performance, the opportunity to work with the other strategy champions and to ensure our efforts are closely integrated has reinforced my belief in the central role that shared vision and trust between and among leaders play in building an agency with that will meet the challenges that lie ahead for us."

To define the scale of the DIOs' roles and authorities, Knopp collaborated with directorate deputy directors (DD4s) and special office chiefs to develop a DIA instruction that clearly identifies and synchronizes the new tasks. The coordination process ensured viewpoints were incorporated from across DIA, the combatant command intelligence directorates (J2s), and the military service intelligence centers. The instruction was matched with Strategic Initiative 1.1.1, Warning, and Strategic Initiative 1.3.1, Crisis and Contingency Response, ensuring transparency and alignment. The instruction provides the DIOs the authority and accountability to accomplish the mission directed by the agency director and deputy director.

Integration in Action

To move forward with the DIOs' integrative role, the Office of Defense Intelligence Integration was created to provide DD4-level authorities and access that the DIOs require to carry out their tasks. The chief of the office is Thomas Tomaszewski. Knopp developed key actions to ensure success of this new office and its mission, including creating a mechanism to facilitate integration across DIA, establishing a centralized location for all DIOs in the Pentagon, and providing adequate funding and resources, concurrent with the development of staff to support them in their tasks.

Working collaboratively, Knopp developed a key integrative mechanism for the DIOs — a critical, cross-agency, cross-community vehicle for synchronizing knowledge. The new DIO-chaired Intelligence Integration Boards (IIBs) are comprised of senior representatives and subject-matter experts from across DIA.

"Being the strategy champion for the DIO initiative has given me a far greater understanding of the inner workings of DIA and an appreciation for the possibilities that greater internal integration hold for us."

IIBS include command J2s and service intelligence centers, and are the authoritative organization to steer discussions and represent agency views to the director, deputy director and senior policy decision-makers on their area of expertise. For example, a recent outcome of the Europe/NATO Intelligence Integration Board was special preparation of materials in support of the April NATO Jumbo Ministerial and the May NATO Chicago Summit. These efforts received outstanding feedback across the spectrum of Office of the Secretary of Defense customers and are a prime example of the integrative mechanism the boards convey.

As the DIOs currently have the requisite authorities to carry out their assigned tasks, Knopp continues to look into the future to ensure DIA develops prospective leaders to eventually serve as DIOs. This involves Knopp working collaboratively with agency leadership to construct a comprehensive professional development plan for future DIOs, providing a requisite career path and guidance for those aspiring to take on this new mission. As the DIOs press forward with a new integrative business approach, the hope is that many others across DIA will aspire to be a future DIO.

The DIO initiative is the linchpin of the DIA Strategy. Success of the strategy resides in DIA, living the strategy's objective of a "one team" environment. As a strategy champion, Knopp represents the role this group plays in breaking through hierarchy and engaging in fact-based dialogue on DIA's most important functions — truly changing the way DIA does business.

Read more about the DIOs in the spring 2012 issue of the Communiqué, available on JWICS and SIPRNet.

Joint Forces Staff College DELIVERS DEEPER APPRECIATION of DIA's Mission

By Mark S. McAlpine, DIA Representative, Joint Forces Staff College

If you want a challenging professional development education opportunity that offers deeper appreciation of joint, multinational and interagency roles and capabilities, consider the Joint Forces Staff College.

Have you ever wondered how the operational warfighters DIA supports develop their detailed and complicated theater campaign, operation, concept or contingency plans? Ever wanted to be an expert in joint, interagency and multinational planning, or better able to critically analyze the application of all aspects of national power, not just the intelligence and information element? How about have a better understanding of command, control, communications, computers and intelligence (C4I) or information operations? Or would you like to earn a master's degree and get paid to do it?

If any of these opportunities interest you, then consider attending one of the joint educational programs at the Joint Forces Staff College (JFSC) in Norfolk, Va.

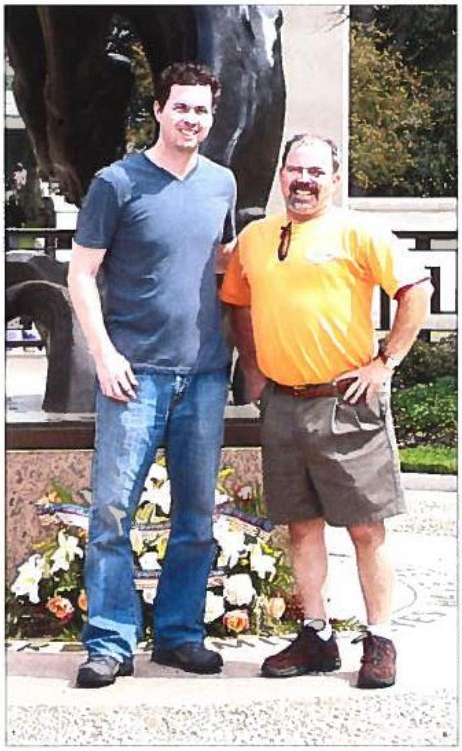


Photo provided by Mark S. McAlpine, JFSC

DIA's Richard Youngs, left, and Richard Grimm graduated from the Joint Advanced Warfighting School in June 2011. Here they pose at the Normandy American Cemetery and Memorial in France during their class's trip to the World War II battlefields.

JFSC was established in 1946 as the Armed Forces Staff College (AFSC) by GEN Dwight D. Eisenhower, then chief of staff of the Army, and ADM Chester W. Nimitz, then chief of naval operations, to capture the lessons learned of joint warfare in World War II and educate military officers on the planning, execution and command of joint operations. In 1981 AFSC became part of the National Defense University, and in 1990 changed from a six-month, permanent change-of-station, intermediate-level joint professional military education (JPME) assignment, to a three-month, temporary duty (TDY) course. In 2000 it was renamed the Joint Forces Staff College to better reflect its mission, and in 2005 its length was trimmed to 10 weeks.

JFSC is comprised of four schools and two short courses. Its three primary residence programs — the Joint and Combined Warfighting School (JCWS), the Joint Advanced Warfighting School (JAWS), and the Joint Command, Control, and Information Operations School (JC2IOS) — educate almost 1,500 resident

students annually, including an average of 75 international officers. JFSC's distance learning programs and two residence short courses educate another 14,500 students.

The Joint Forces Staff College in Norfolk, Va.

JCWS is a 10-week, in-residence program that educates military officers and national security professionals in operational-level planning with a focus on joint, multinational and interagency issues. Under the Goldwater-Nichols Act of 1986, U.S. military officers are required to complete JPME Phase II in order to be designated joint specialty officers and eligible for promotion to general officer/flag officer. The majority do it by attending JFSC. Approximately 255 students attend each of the four JCWS classes, including approximately 20 international officers in each class. Only three slots are allocated for Department of Defense civilians in each class. Because of the proven value of having DIA personnel in JCWS, JFSC assigns one of the seats in every class to DIA.

JAWS is an 11-month, highly-selective, advanced strategic studies program equivalent to the U.S. Army's School of Advanced Military Studies, U.S. Air Force's School of Advanced Air and Space Studies, U.S. Marine Corps' School of Advanced Warfare, and U.S. Navy's Maritime Advanced Warfighting School. JAWS is a war college-equivalent program for U.S. O-5s/O-6s, civilian equivalents, and equivalent military officers from Commonwealth partners. JAWS graduates earn Master of Science degrees in joint campaign planning and strategy, JPME-II credit, and completion of war college credit. Students are assigned to a planning-related position upon graduation. Approximately 42 students attend JAWS each year, including about 10 civilians from across the U.S. government. DIA is allocated three of these seats.

The **JC2IOS** consists of two divisions: Information Operations (IO), and Joint Command, Control, and Information Operations (C4I). Each is designed to educate and train military officers and civilian equivalents in the concepts, applications and procedures associated with C4I and/or IO. JC2IOS offers five classified courses varying from one to four weeks in length. More than 400 students completed JC2IOS courses in 2011.

The **Joint Continuing Distance Education School (JCDES)** consists of two programs:

- **Advanced JPME (AJPME)** is a 40-week, hybrid distance/residence program (37-weeks online, 3-weeks in residence) equivalent to JCWS but designed for Reserve and National Guard officers unable to attend JCWS in residence for 10 weeks. Civilian equivalents are eligible to participate. Approximately 300 officers completed AJPME in 2011. DIA is allocated one of the four civilian seats in each AJPME class.
- **Senior Enlisted JPME (SEJPME)** is a 40-hour, online course designed to prepare senior enlisted members for assignment to a joint organization. It is one of only two JPME programs available to enlisted members and is only open to non-commissioned/petty officers grades E-6 to E-9, warrant and commissioned officers, and equivalent U.S. government civilians. Approximately 10,700 enlisted members completed SEJPME 2011.

The Homeland Security Planners Course (HLSPC) and the **Joint, Interagency, and Multinational Planners Course (JIMPC)**, each a one-week "short" course, are offered four times a year at JFSC, and in abbreviated (three-day) mobile training team versions at other locations.

The agency's Training and Education Committee (TEC) selects DIA civilians to attend JFSC's JCWS and JAWS programs. Military officers are selected by their services. Applications are solicited annually and must be submitted and endorsed through your directorate deputy director. All TDY costs to attend these programs are funded by the Directorate for Human Capital's Office of Learning and Career Development (HCL).

Any DIA civilian or military member wishing to attend one of the JC2IOS courses, the HLSPC or JIMPC must submit a training request through their office's training officer. TDY costs for these courses are funded by the employee's directorate.

Civilians who want to complete AJPME should coordinate this through their supervisor and directorate training officer in order to obtain permission and the TDY funding for the in-residence portion of the course.

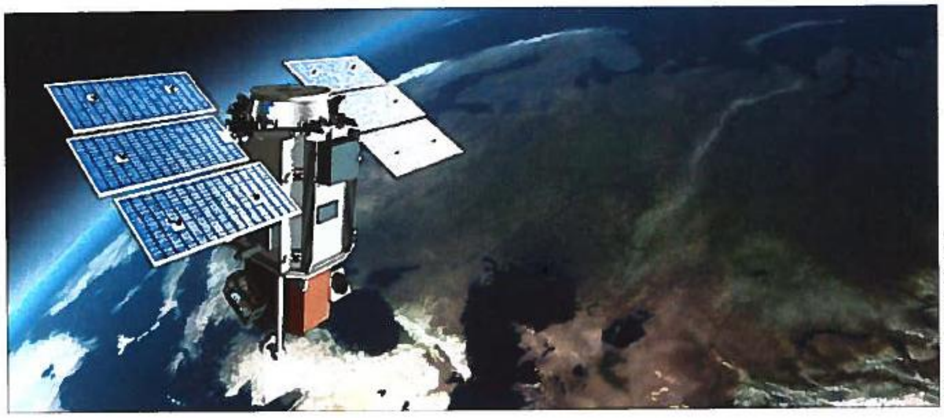
DIA members who want to complete SEJPME may self-register for the course on the JFSC website. Since this is an online course, no funding or TDY is required. Students have approximately 90 days to complete the course upon registering for it.

More detailed information on JFSC is available at www.jfsc.ndu.edu. If you're interested in applying to attend, contact HCL; or the DIA representative at JFSC, Mark McAlpine, at mark.mcalpine@ndu.edu, or (757) 443-6179.

COLLECTION Made Your Way

By Maj Francisco J. Arvizu III, DC

A new product line from the Directorate for Collection Management transforms collections analysis capabilities and assessments.



Digital Globe's Quick Bird Satellite.

Photos provided by DC

The Directorate for Collection Management (DC) launched two new vehicles to keep the intelligence community (IC) informed about significant collections developments, trends and issues: the Defense Collection Note (DCN) and the Defense Collection Report (DCR).

The DCN is a vehicle to briefly notify DIA and IC analysts about new and near-term collection capabilities they can leverage in a range of analytical requirements. The DCR provides more in-depth analysis on a variety of collection topics such as capabilities, strategies, requirements and analytic satisfaction. Both the DCN and DCR will also provide detailed collection methodologies and reference data meant to provide decision-makers, analysts and IC stakeholders with a more comprehensive understanding of a particular collection topic.

Located under the Collections link in the sidebar of DIA's JWICS homepage, DCNs and DCRs are written concisely and in plain language to quickly relay information on new technologies, capabilities and collection assessments. These products provide opportunities to drive collection using new systems and transform the way DIA conducts intelligence analysis.

The first DCN edition, released in February, highlighted innovations in hyper-spectral imagery impacting operations in Afghanistan today. The most recent note, published in June, focused on a new radar satellite system. The first DCR, to publish July 2012, will focus on assessments of the Defense Collection Strategies.

Look for more notes as new capabilities and collection assessments become available. Contact the "DC Products" email group on JWICS if you have questions on any product or need more information.

Above · A carrier-based unmanned aerial vehicle.

Below · A U.S. Air Force Global Hawk surveillance aircraft.

GLOBAL HAWK BLOCK 40
U.S. AIR FORCE

Interview with

LTG Ronald L. Burgess Jr., DIA Director

By the Communiqué Staff, CP

Photo by Dana M. Black, CP

LTG Burgess discuses his time as director with the Communique's Christine Wolfe.

Since March 2009 LTG Ronald L. Burgess Jr. has steadily guided DIA through a period of transitions and achievements.

As the agency's 17th director, LTG Burgess has led DIA through great challenges confronting the U.S., including Afghanistan-Pakistan, Iran, Iraq, transnational terrorism, and preventing strategic surprise elsewhere around the globe. In doing so, he reinforced DIA's ability to surge in support of contingency operations and crises, successfully launching a 24/7 analysis cell at the start of the Libyan crisis and establishing an Afghanistan-Pakistan Task Force that refined the agency's ability to support ongoing combat operations. He has been responsible for strengthening and improving the Joint Worldwide Intelligence Communications System (JWICS), the secure backbone for much of the U.S. intelligence community, the White House, U.S. combatant commanders and allies. Additionally, he has been at the forefront of establishing the Defense Clandestine Service, which provides enhanced collection capabilities in support of the highest priority intelligence requirements.

As DIA celebrated its 50th anniversary, it was also looking forward. LTG Burgess charted an innovative, five-year strategy — the "2012 - 2017 Defense Intelligence Agency Strategy" — a document uniting the agency's core defense capabilities to focus on warning, core mission areas, partnership and performance. Further coinciding with the agency's milestone anniversary, Secretary of Defense Leon Panetta awarded DIA the Joint Meritorious Unit Award for exceptional achievement from August 2008 to July 2011.

As LTG Burgess prepared to conclude his tour as DIA director, he spent a few minutes with the Communiqué staff, sharing some of his thoughts about the agency, its accomplishments and its changes, while very proudly reflecting on its capable "silent warriors."

COMMUNIQUÉ: *What do you believe was your greatest accomplishment as DIA director?*

LTG BURGESS: Now that's a hard question as you look back over three years to point to any single thing as your greatest accomplishment. But if I look back personally, I see as the greatest accomplishment the fact that this workforce continues to reach the very high standard in goals that we have set forth, continues to excel, and — as I jokingly say, "in spite of myself" — it continues to do what it does so well each and every day. So if I have one great accomplishment, it is allowing them to do that job. I'm very proud of our people; but it's easy to be proud of folks that do so well every day.

> **"I'm very proud of our people; but it's easy to be proud of folks that do so well every day."**

COMMUNIQUÉ: *In our 2009 interview, you talked about your goal for DIA to be the lead for defense intelligence within the intelligence community. Are we there?*

LTG BURGESS: I think we're getting there. I feel pretty good about where we are in terms of being the lead in defense intelligence. We have a seat at the table. We are recognized as experts. While we've made great progress, I'm never satisfied with the status quo. This is something we have to continue to work on. As I've said before, the good news is all

I have to do is empower our people, and they will rise to the occasion and do it very well.

COMMUNIQUÉ: *You led DIA through its 50th anniversary — what's your fondest memory from that timeframe?*

LTG BURGESS: My fondest memory of the anniversary revolves around how this extended agency, past and present, came together to commemorate 50 years of what this agency has stood for. It wasn't just about those of us who sit here today thinking about how we can celebrate, but it was bringing in those who had served before and had set the foundation for this organization. Those who poured their own blood, sweat and tears into what it is we are today told stories of how this agency grew up, how it proved itself through different crises, where we succeeded, or where we didn't quite succeed and why.

COMMUNIQUÉ: *It's tradition for the president to leave a letter for his successor. If you were to do that, what would your letter to the incoming director say?*

Photo by Murray C. Milton, CP

During DIA's 50th anniversary event, Secretary of Defense Leon Panetta, left, and DIA Director LTG Ronald Burgess Jr., place the Joint Meritorious Unit Award ribbon on the DIA flag as Director of National Intelligence James Clapper looks on. DIA received the JMUA for exceptional achievement from Aug. 1, 2008, to July 31, 2011.

LTG BURGESS: What I would tell my successor is that I quickly learned that this agency has so many diverse parts to it. Synchronizing those parts and making sure they're all moving in the same direction is a challenge.

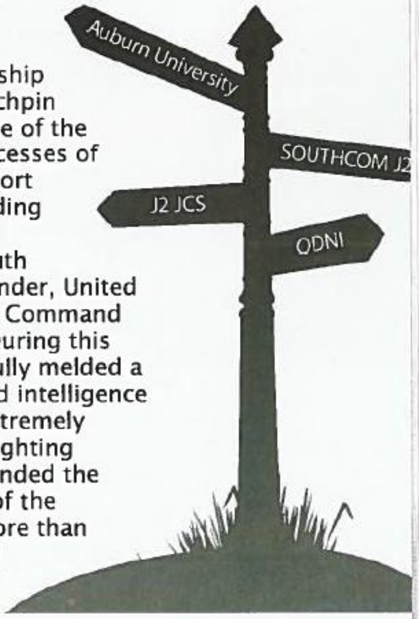
The Roads that Led to DIA

During his distinguished 38-year career as a U.S. Army officer, LTG Ronald L. Burgess Jr. has been a driving force in the U.S. intelligence community, providing exceptional leadership and broad strategic vision, safeguarding U.S. national security interests.

Commissioned as a second lieutenant through Auburn University's ROTC program in 1974, LTG Burgess began his career in a series of company-grade assignments of increasing responsibility in armor and military intelligence units in Germany and at Fort Stewart, Ga. As the commander, Headquarters and Headquarters Company and as operations officer for the 124th Military Intelligence Battalion, 24th Infantry Division, he was directly responsible for planning multiple, highly-successful National Training Center rotations, numerous command post exercises, and an Army training and evaluation program.

Later LTG Burgess held a variety of key staff and command positions, including assistant executive officer to the deputy chief of staff for intelligence, Washington, D.C., in 1990, and as the battalion commander, 25th Infantry Division (Light) from May 1993 to May 1994 at Schofield Barracks, Hawaii.

As the commander of the 470th Military Intelligence Brigade from July 1995 to May 1997, LTG Burgess demonstrated exceptional stewardship of the brigade and provided leadership that was the linchpin and driving force of the operational successes of the unit in support of the commanding general, United States Army South and the commander, United States Southern Command (SOUTHCOM). During this period he skillfully melded a multi-disciplined intelligence force into an extremely innovative warfighting asset, and expanded the regional focus of the brigade with more than 150 operational deployments throughout



GEN CLAPPER
MR. MUELLER
GEN BURGESS

LTG Burgess testifies before the Senate Select Committee on Intelligence in February 2011 alongside then-CIA Director Leon Panetta, far left, Director of National Intelligence James Clapper and FBI Director Robert Muller.

Photo by Paul A. Oberle

Having said that, this agency does a great job every day, and all any director needs to do is give them the time and the resources to do the mission that they've been charged with. This agency will make any director proud.

COMMUNIQUÉ: *How significant was it that your former deputy, Letitia Long, was selected as the first woman to lead a major intelligence community agency?*

LTG BURGESS: It was a great day when Tish was selected to lead the National Geospatial-Intelligence Agency. I think it was recognition not only for her being a woman, but recognition for having taken on so many hard jobs — leading up to

As acting principal deputy director of national intelligence, LTG Burgess was a key member of the president's national security team.

White House photo provided by LTG Burgess

Latin America, the Caribbean, Europe and Korea.

While assigned to the 470th Intelligence Brigade, LTG Burgess also filled the role of acting vice director of intelligence, and subsequently the acting director of intelligence (J2) for SOUTHCOM. During this time his leadership guided a continuous flow of intelligence analysis in support of a major hostage crisis that lasted for more than a year.

The initial crisis unfolded in December 1996, when Peruvian rebels of the terrorist organization Tupac Amaru Revolutionary Movement seized hundreds of hostages at the Japanese ambassador's residence in Lima. Skillfully combining extensive operational experience with his knowledge of the SOUTHCOM area of operations, LTG Burgess provided crisis-action intelligence to support the commander in chief by spearheading the joint intelligence crisis action team and producing strategic intelligence assessments and unique mapping products. Throughout the crisis he disseminated daily intelligence summaries — key to DIA briefings to the chairman of the Joint Chiefs of Staff. LTG Burgess's support was critical to developing detailed analysis enabling the commander in chief, the U.S. ambassador to Peru and the national command authorities to make timely and informed decisions that led to the safe withdrawal of U.S. hostages.

As the J2 for the Joint Special Operations Command (JSOC), Fort Bragg, N.C., from May 1997 to May 1999, LTG Burgess was credited with providing high-quality, timely, all-source intelligence, analysis and

being DIA's deputy director — that positioned her to lead a national agency. And it was also recognition that someone from the civilian workforce came up through the ranks and was postured and ready to lead a national agency. This was a great reflection on her and is also reflective of the caliber of the individuals that we have inside the civilian workforce for this nation.

COMMUNIQUÉ: *Why did you move your principal workspace from the Pentagon to Joint Base Anacostia Bolling (JBAB) and change the building's name from Defense Intelligence Analysis Center (DIAC) to DIA Headquarters?*

LTG BURGESS: As I looked at where our workforce was postured in the greater Washington area, I saw that we had the greatest concentration of folks at Joint Base Anacostia Bolling. I believe in management by walking around and interacting with the employees, understanding the day-to-day work that they do, and I felt I could do that best by being co-located with them. So I moved from the Pentagon to JBAB, and I think that has proven to be a very good decision. The name change had to do with more closely reflecting the broad activities that we do here. DIA Headquarters best fit what this specific location represents.

> **"The name change had to do with more closely reflecting the broad activities that we do here. DIA Headquarters best fit what this specific location represents."**

Photo by Paul A. Oberle

LTG Burgess and former DIA Director VADM Lowell Jacoby, left, escort Gen James Cartwright, then-vice chairman of the Joint Chiefs of Staff, through DIA Headquarters to speak at the Armed Forces Communications and Electronics Association Symposium, held at DIA April 20, 2011.

specialized intelligence products in support of the JSOC command, staff and subordinate units. JSOC is a sub-unified command of the U.S. Special Operations Command (SOCOM). LTG Burgess's leadership was instrumental in supporting continuous global deployments, as well as major exercises and highly complex joint-service training events. His comprehensive knowledge of defense intelligence organizations and information systems, and his inspirational leadership, vision, proactive coordination and attentive follow-through contributed to the success of numerous sensitive missions of national significance.

LTG Burgess reported as the J2 at SOUTHCOM in June 1999, where he executed an all-source, multi-disciplined intelligence operation that was fully synchronized and integrated to support theater, component, national, interagency and partner nation defense organizations. As the commander of a robust collection and analysis function, he was instrumental in keeping SOUTHCOM senior leadership informed of developing issues throughout the area of responsibility to ensure sound decision-making and to facilitate theater and regional campaign plans and operations throughout the Americas, to include Caribbean nations. Maintaining high-tempo operations throughout the region, LTG Burgess provided thought-provoking, predictive intelligence for key SOUTHCOM missions, including countering transnational organized crime, and support to peacekeeping operations, multinational engagement, human rights and training and exercises.

Photo by Murry C. Milton, CP

LTG Burgess salutes in front of DIA's 9/11 Memorial during the agency's 2010 Sept. 11 observance.

Among his achievements while serving as the SOUTHCOM J2, LTG Burgess led an interagency effort for intelligence support to create a fused Colombian intelligence capability and to enhance military and police cooperation in the never-ending war on drugs. LTG Burgess also responded to numerous challenges from potential migrant operations,

Photo provided by USDAO Beijing

During a December 2009 trip to China, LTG Burgess walks with a tour guide and Chinese security at the Great Wall.

> **"When I think about our workforce — who I call 'silent warriors' — it makes me proud to not only serve alongside of them, but it makes me proud to be an American."**

COMMUNIQUÉ: *Where is the most interesting or meaningful place you traveled as director?*

LTG BURGESS: I've traveled to a lot of places around the world — a lot of places I never thought I'd get to go. Of course each is unique in its own right. What's been interesting is getting to interact with the host nation and also with DIA folks that are on the ground. DIA has people in 139 countries around the world so we've got a lot of folks out there doing things. If I had to pick places that I personally enjoyed in terms of visiting it would be ones like China, Russia, Kenya and South Africa. All of them were interesting, and some are places we'd read about in books, but you're never sure you're actually going to get to visit.

COMMUNIQUÉ: *What's next for you?*

LTG BURGESS: It's becoming a sprint here toward the end, and I actually haven't had time to think about what's next. I want to continue to do something that contributes to national security. I also hope to continue working with some of the great people that I've had an opportunity to work with in my 38 years in the military.

tracking of Cuban exiles, hurricane and earthquake disaster relief, and sustained counterdrug operations in both the area of responsibility and throughout transit zones.

As the J2 for the Joint Chiefs of Staff (JCS) from June 2003 to July 2005, LTG Burgess directed all-source intelligence analysis and reporting for the chairman JCS, the secretary of defense, the Joint Staff and unified commands. He served as the focal point for crisis intelligence support to military operations, indications and warning intelligence in the Department of Defense (DOD) and unified command intelligence requirements. Assuming control of intelligence operations only months after the U.S. and coalition forces invaded Iraq, LTG Burgess was at the forefront of providing time-dominant and insightful intelligence for all operational requirements in Iraq and Afghanistan, transnational terrorism, and all developing global issues affecting U.S. interests abroad.

Photo provided by CMPC-Q

LTG Burgess serves Thanksgiving dinner to deployed troops and DIA employees in November 2011.

In August 2005 LTG Burgess reported to the Office of the Director of National Intelligence (ODNI) where he consecutively served as the deputy director of national intelligence for customer outcomes, director of the intelligence staff, and acting principal deputy director of national

Photo by Brian D. Nickey, CP

LTG Burgess welcomed 93 Toledo, Ohio, Honor Flight veterans from World War II, and the Korean and Vietnam wars to Washington, D.C., in June 2012.

Throughout his travels and visits on behalf of DIA, LTG Burgess was given many interesting items, some of which were on display in his office at DIA Headquarters. Pictured is one of the director's favorite items, a replica of China's Terra Cotta Warrior. See more of these mementos and hear more of the interview with the director on the InterComm the week of July 16.

COMMUNIQUÉ: *Any final thoughts as you reflect on your time at DIA?*

LTG BURGESS: As you near the end of a career, you think about the things that are important. One of those is the mission and how we have made a difference. You think about friends and the people that you've had an opportunity to work with over the years. We are fortunate at DIA to have some world-class technology. But, at the end of the day, that is all meaningless without our people — many of whom I consider to be great friends.

The third thing would be family. My family's been with me and supported me for 38 years. They've been to as many places as I have, and they have never complained. And sometimes that family becomes extended as you spend so much time in the workplace.

Last, but not least, is your own faith — your personal set of morals and code of ethics, and how you exemplify that moral code to your workforce. And when I think about our workforce — who I call "silent warriors"— it makes me proud to not only serve alongside of them, but it makes me proud to be an American. ★★★

intelligence. During this period, he was key in the development and reform of the intelligence community in support of critical international security interests during an unprecedented period of change in the world. As a result of his leadership, the cornerstone Executive Order 12333, which governs all intelligence activities, was revised; the first-ever Joint Manning Document for military personnel assigned to organizations outside of DOD was established; critical intelligence community managerial operations were overhauled; and innovative human capital practices were pioneered.

Upon completing his assignment to the ODNI, LTG Burgess was appointed as the 17th director of DIA, reporting to the agency in March 2009. ★★★

Photo provided by LTG Ronald Burgess

LTG Burgess and his family during the 2011 holiday season.

CAMPUS BEAT

Empowering Partnerships in the Asia Pacific Region: NIU's International Fellows Discuss Combating Terrorism

By Robin A. Parker, MC

Senior intelligence and military professionals from 19 countries in the Asia-Pacific region came together to discuss combating terrorism.

"Intelligence Support to Combating Terrorism" was the theme for the National Intelligence University's (NIU's) Center for International Engagement's 12th iteration of its International Intelligence Fellows Program (IIFP), hosted in February. Held at DIA Headquarters in Washington, D.C., and the U.S. Pacific Command (PACOM) Headquarters in Hawaii, senior intelligence officers and civilians from Australia, Bangladesh, Brunei, Canada, Chile, India, Indonesia, Japan, Korea, Malaysia, Mongolia, Nepal, Papua New Guinea, Philippines, Sri Lanka, Thailand, Tonga, Vietnam and the U.S. attended.

The overarching goal of the IIFP is to enhance intelligence cooperation and strengthen relationships between the U.S. and participating nations. The growing significance of the Asia-Pacific region led PACOM and NIU to the two-week course's focus and its additional goal: to continue the momentum generated by PACOM's annual Asia-Pacific Intelligence Chiefs Conference (APICC) in an academic forum of non-attribution and transparency.

Using a variety of teaching methods including case studies, small group exercises and moderated panels, participants identified areas of mutual concern and potential cooperation for the global counterterrorism community, and articulated a consensus for a "way ahead." Tactics addressed for improving international cooperation on information sharing included:

- Development of a framework for data sharing, such as a common international database
- Development of joint, international standard operating procedures

Photo provided by NIU

Senior intelligence and military professionals representing 19 countries from the Asia-Pacific region attended "Intelligence Support to Combating Terrorism," a two-week program hosted by the National Intelligence University's Center for International Engagement. The course began at DIA Headquarters in Washington, D.C., and concluded at PACOM Headquarters, Oahu, Hawaii, shown above.

Photo by SSgt Schelli T. Jones, CP

DIA Director LTG Ronald Burgess speaks to the international intelligence fellows during the Washington, D.C., portion of their program.

- International engagement and collaboration in education and training, sports and cultural events, and seminars, workshops and conferences
- Strategic communication with the general public through available media outlets to counter messages of anti-Westernism and anti-Islamism
- Discussion about the need for more sharing of capabilities in addition to information sharing, for example through international analysts' exchanges

Participants spent the first half of the program at DIA Headquarters, and then traveled to PACOM for its conclusion.

Washington, D.C., Component

The Washington, D.C., portion included keynote addresses from DIA Director LTG Ronald Burgess Jr. and incoming DIA Director LTG Michael Flynn. After welcoming conference participants to the home of DIA, LTG Burgess discussed the new administrative and defense strategic focus on the Pacific region. Stating the strategy looks toward the future and focuses on areas where elements of national power — diplomacy, information, military and economic, or "DIME" — are likely to manifest. LTG Flynn continued with emphasis on the benefits of international partnerships, especially as the global population grows, demanding more resources. Other speakers included several NIU professors, and individuals from RAND Corporation, the National Intelligence Council, and the Future Terrorism Project. A panel from the High Value Detainee Interrogation Group, an interagency body headed by the FBI, presented as well. Fellows also received briefings from leadership at the Department of State and the National Counterterrorism Center.

Hawaii Component

The Hawaii component began with a series of briefings at PACOM Headquarters and discussions with PACOM leadership. RADM Paul Becker, PACOM director for intelligence, spoke about the cultural lenses through which terrorism is viewed, and the value of a program like IIFP where professionals in the counterterrorism field come together and share perspectives. The fellows became better acquainted with the U.S. mission and role in the Pacific with visits to the Joint Intelligence Operations Center, Joint Terrorism Task Force, Joint Interagency Task Force West and the Special Operations Command Pacific Command. Participants discussed the issues of combating terrorism in the Asia-Pacific region from an academic perspective at the Asia-Pacific Center for Security Studies and the East West Center.

The summer 2012 APICC just wrapped up in mid-June, in Bangkok, with its agenda building on the issues and topics discussed during the February IIFP. For more information about the international fellows program, contact Robin Parker, NIU, at robin.parker@dodiis.mil.

'Rochefort's War' IMPORTANT CONTRIBUTION to U.S. Navy History

By CDR Youssef H. Aboul-Enein, DI

A review of Elliot Carlson's recently published book shares CDR Joe Rochefort's relevant role in U.S. Navy heritage and to the history of U.S. intelligence.

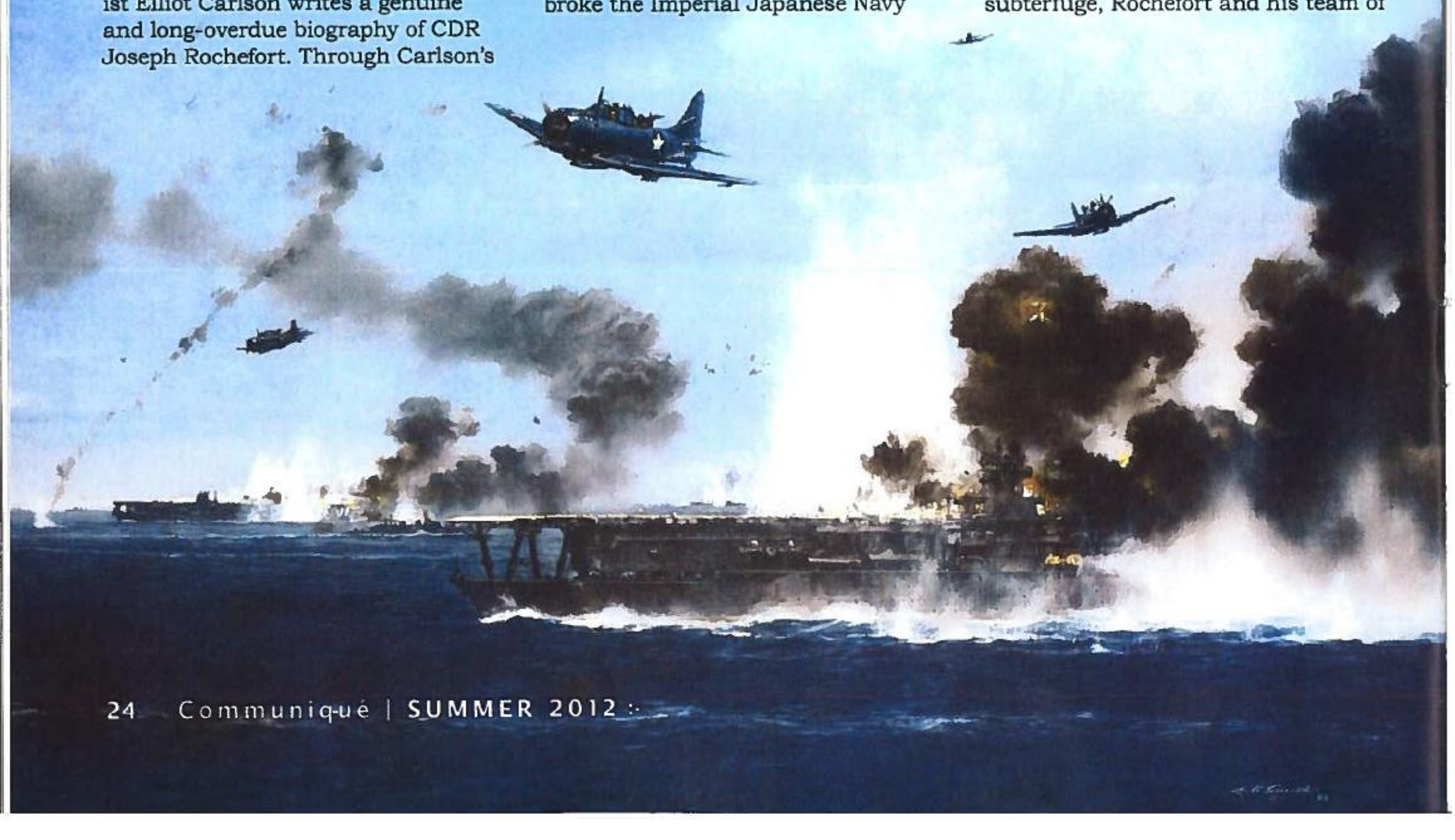
June marked the 70th anniversary of the Battle of Midway, a defining point in the heritage of the U.S. Navy. This pivotal history began in June 1942 when the U.S. Navy delivered the first victory against the Imperial Japanese Navy just six months after its devastating attack on Pearl Harbor. Between June 4 and 7, the Japanese witnessed the loss of four carriers, one cruiser and 248 planes. Contributing to a valiant fight, the U.S. Navy lost one carrier, one destroyer and 150 planes.

While tactics of ADM Raymond Spruance and his Japanese adversary ADM Chuichi Nagumo have been the subject of many books, in "Joe Rochefort's War: The Odyssey of the Codebreaker Who Outwitted Yamamoto at Midway," journalist Elliot Carlson writes a genuine and long-overdue biography of CDR Joseph Rochefort. Through Carlson's accounting the reader explores the intelligence aspects of World War II's Pacific campaign and the team that broke the Imperial Japanese Navy code, a result that directly contributed to the success in the Battle of Midway.

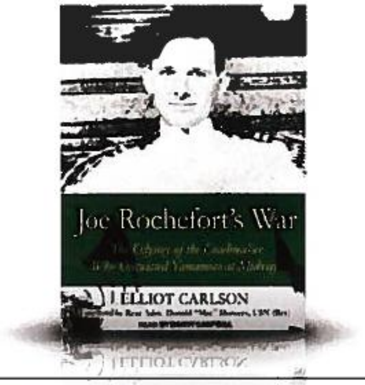
> **"The reader explores the intelligence aspects of World War II's Pacific campaign and the team that broke the Imperial Japanese Navy code."**

Carlson's book is an important contribution to U.S. Navy history on many levels. First, he illustrates how Rochefort had to claw his way, despite Navy bureaucracy and career expectations, in order to train as a Japanese linguist and cryptanalyst — two skills that required cultivation prior to a future conflict. Fusing both skills, Rochefort became a formidable intelligence resource with the ability to train and lead a team, while providing fleet commanders with rationales behind Japanese intentions. During his training as a Japanese linguist, Rochefort met ADM Isoruku Yamamoto, eventual planner of the Pearl Harbor attack.

Rochefort was already leading Station Hypo at Pearl Harbor when the U.S. was attacked on Dec. 7, 1942. A chapter in the book focuses on the elaborate lengths Yamamoto exhausted to engage in radio deception before the attack. Despite this subterfuge, Rochefort and his team of



sailors and Marines pieced together a clear picture of Japanese naval movement — one that uncovered the assembly of Japanese Combined Air Forces, poised to invade the Philippines. Readers will also discover the clashes over meaning in the lead up to Pearl Harbor.



> **"Rochefort became a formidable intelligence resource with the ability to train and lead a team while providing fleet commanders with rationales behind Japanese intentions."**

The book also reveals Rochefort's post-Pearl Harbor efforts in the assembly of the codebreakers, analysts and linguists. ADM Chester Nimitz, commander in chief of the Pacific Fleet, provided Rochefort ample latitude to draft talent where he could find it. Reading this section of the book, I was reminded of how after 9/11 the U.S. military scrambled to grow expertise and linguists specializing in the Middle East and Southwest Asia regions.

Similarly, Rochefort's scouting efforts included bringing in brilliant individuals who did not fit the conventional Navy of the day, such as crack codebreaker LCDR Tommy Dyer who posted the saying in his office: "You don't have to be crazy to work here, but it helps."

There was also CPO Durwood Rorie who drafted the entire band of the battleship USS California, along with the ship's bandmaster, to feed labor-intensive punch cards into a massive computer. Rorie's theory: The musical instruments were underwater and without a job. There is also the story of how VADM William "Bull" Halsey requested the California's band for the purpose of building morale, a request overruled by Nimitz. Interestingly, several of these Navy musicians would later switch careers and enter the intelligence community.

Carlson's book serves as an important contribution to U.S. Navy history and heritage in addition to the history of U.S. intelligence. He provides a look at the fight between the Office of Naval Intelligence and the Office of Naval Communications over Rochefort's operation, and discusses the mechanics of breaking the Japanese code. Carlson also points out Rochefort's faults, such as his opposition to the Joint Intelligence Center Pacific Ocean Area, a joint Army-Navy-Marine echelon consisting of a fusion of intelligence efforts and information sharing, which turned out to be a right decision enhancing America's intelligence capability. Carlson also details how Rochefort and his team tricked the Japanese to confirm that location "AF" was Midway, a ploy that enabled Nimitz to deploy his carrier task force to ambush the Japanese at Midway.

The author shares his thoughts on how and why Rochefort was denied the Distinguished Service Medal, recommended by Nimitz, due to petty Washington, D.C., jealousies coupled with a failure to understand how this immersion in intelligence led to victory. "What the Navy does not understand, it tries to undermine," is a regrettable slogan featured in the book, but also an important one to ponder in today's fast-paced world. For the U.S. Navy to maintain its edge and relevance in an ever-changing battle space, it is vital to remedy any such counter-productive attitudes.

Rochefort died at age 76, and the book's final section discusses the successful effort to have President Ronald Regan posthumously award him the Navy's Distinguished Service Medal in 1985. Rochefort would also be posthumously awarded the Presidential Medal of Freedom, and, in 2000, inducted into the Central Intelligence Agency and National Security Agency halls of fame. ➔

Editor's note: CDR Youssef Aboul-Enein is a senior adviser and subject-matter expert in the Joint Intelligence Task Force for Combating Terrorism (JITF-CT). He is author of "Militant Islamist Ideology: Understanding the Global Threat," and "Iraq in Turmoil." Aboul-Enein teaches at the National Intelligence University and at the Industrial College of the Armed Forces.

Breaking Through the Barrier: DIA's First PDB Briefer

By Christina A. Cawley, CP

A DIA analyst's career prepares him for the ultimate job: presidential briefer.

"Somebody taps you on the shoulder and says we'd like you to do this," recalls Jim Danoy, of his unceremonious selection to become the first DIA analyst to deliver the President's Daily Brief (PDB) in November 2009.

He makes it seem so mundane, almost like he was simply picked at random, but his road to the position was anything but simple.

Danoy had started as an FBI file clerk, joining public service as a GS-3. He became a DIA analyst, first in imagery then in all-source, and began with a focus in the European theater. He soon traveled abroad working with NATO and then returned home to hold a variety of prestigious positions, including senior intelligence officer for Operation Enduring Freedom, and in both the Executive Support Office and the Joint Intelligence Analysis Office, before becoming the defense intelligence officer for Europe/NATO.

Then there was that tap.

"I've done a lot of things in my career over the years that really helped me prepare to be the president's daily briefer," he said. These preparations included briefing the secretary of defense and the chairman of the Joint Chiefs of Staff, but nothing would prepare him to be the first person outside of the CIA to be responsible for the PDB.

"Coming to the PDB process and becoming the president's briefer as the first non-CIA briefer was an incredible honor which came with incredible responsibility," said Danoy. "As LTG Burgess told me when I got selected, 'Congratulations Jim, don't screw up.'"

The CIA had always been the owner of the PDB until the Intelligence Reform and Terrorism Prevention Act of 2004 handed the responsibility to the new director of national intelligence.

"I definitely wanted to make DIA proud in that regard," he said.

But it certainly wouldn't be easy. Danoy would begin his day at 11 p.m., making it to work by 12:30 a.m. to start putting together the first draft of the brief from the submitted products. At 5 a.m. he would sit with the authors of each piece — usually half a dozen a day — and get briefed on the details of the issues and what the importance would be to the president. Then it was time to go to the Oval Office to meet with President Barack Obama by 9:30 a.m.

> "It was extremely satisfying to know that we, as an intelligence community, are helping the president."

"It's like cramming for finals every day," he says, "because you're absorbing a lot of information and certainly while you've come with some sort of knowledge base in your particular area of expertise, this is everything that's going on in the world — political, economic, social, environmental."

And that was just in Washington, D.C. As the president's briefer, he was on tap to travel with the president, both domestically and internationally. "The dynamic on the road is different," Danoy remembers. "You're really up close and personal with the president. And you

Jim Danoy briefs President Obama in the Oval Office.

UNITED STATES OF AMERICA

Photos provided by Jim Danoy

As the president's briefer, Jim Danoy often traveled with the president, domestically and internationally.

don't have a large staff; his advisers are usually back in Washington so you get to have a little more personal time with him."

He credits his family with helping him maintain some sanity during the hectic year on the president's staff, from January 2010 to 2011. "If it wasn't for my loving wife Vicki and the girls, it would be impossible to do. You definitely have to have the support of your family. You're lost to your family for a year. That's why it's only a year assignment because you do not have any life outside of being the president's briefer. It's all-consuming.

"You're running on adrenaline," he explains, "and you're just saying to yourself 'I just can't believe I'm doing this.' And everybody around him, the entire staff, are in the same kind of mode. There's nothing in our business that is more important than supporting the commander in chief, so somehow you make it through."

Despite this adrenaline and frenzy around him, Obama is calm and deliberate, Danoy says. "The president is an extremely voracious reader," Danoy says. "He is what I would call an extremely sophisticated consumer of intelligence. He uses intelligence to base his decisions, and I could see in many cases what I was providing him was manifested in some way, shape or form later down the road — a decision that he made or an action that he directed."

Danoy adds, "It was extremely satisfying to know that we, as an intelligence community, are helping the president in that regard.

"The president also appreciates more and more about how we based our judgment, how did we get to our judgment, not just the judgment itself, but more on the sources themselves," he explained. "We're not writing to the president or senior policymakers just to inform them. They're decision-makers; they're actually going to do something with this information. They expect us, as intelligence officers, to know what we want them to do with that."

Danoy feels that his career at DIA helped him explain that to the president. "One thing I'm grateful for in terms of my background coming from the defense side and a military intelligence world is our briefing style and how we've been trained to brief. You really need to get to the point and you really need to be crisp and concise, and get to the bottom line very quickly. And that was the benefit of years and years of having to brief flag officers and briefing in the Pentagon where you may have 30 minutes or you may have 30 seconds."

He thinks analysts throughout the community need to keep this in mind when writing their products. "You have to know your customer and who you're writing for. You have to really get to the bottom line, what's the importance of what you're writing. What do you want the customer — be it the president or his senior advisers — to take away from this piece? And remember that they're decision-makers, so what expectations will there be for the decisions that they make? Be clear, be crisp and concise."

Despite all the tension and responsibility, he says it was a blast. "The most fun was being on the road in the states and just seeing the crowds, and being part of presidential motorcades. The excitement associated with being part of the president's staff was just awesome."

The one thing on his bucket list? "I had to watch 'Air Force One' on Air Force One."

Detatchment of the Month

Force Protection Detachment JORDAN

By the Defense Counterintelligence and HUMINT Center, DX

The strategically situated Force Protection Detachment Jordan is considered a legacy organization in the still young FPD program.

Following the Oct. 12, 2000, attack on the guided missile destroyer USS COLE in Aden, Yemen, the subsequently established Cole Commission recommended to the secretary of defense that the counterintelligence community be resourced with newly infused abilities. The focus of the new capabilities was to detect and defeat planning and operations by terrorist groups against Department of Defense (DOD) assets, specifically at key international transit points where DOD personnel and resources are most at risk.

Following that recommendation, the Force Protection Detachment (FPD) concept was created. Today there are 39 established FPDs throughout the world, with an additional seven identified as "needed" through DOD requirements.

LEBANON
SYRIA
IRAQ
West Bank
AMMAN
SAUDI ARABIA
ISRAEL
JORDAN

FPD Jordan, established July 12, 2004, was one of the first FPDs within the program. FPD Jordan members are constantly assessing potential threats against and vulnerabilities of DOD personnel who travel through Jordan or who might be involved in various exercises throughout the Middle East.

Host Nation Highlights

Jordan, a country slightly smaller than the state of Indiana, is rich in history and tradition, and to this day plays a prominent role on the world stage. The Jordanian kingdom is situated on the East Bank of the River Jordan, thus, its name.

Modern Jordan was founded by King Abdullah I in 1921 and was first recognized as a state under the name the Emirate of Transjordan. On May 25, 1946, Britain gave up its colonial mandate on Transjordan and Jordan became the independent Hashemite Kingdom of Jordan. The late King Hussein, who was a well-recognized figure in the U.S., ruled the kingdom for 46 years until his death in 1999. His son, King Abdullah II, assumed the throne and holds it to this day.

A well-traveled bridge between the sea and the desert, Jordan is a land of great variance. More than half of the country is covered by the Arabian Desert, while the western portion is cultivated and quite fertile, with vast sectors of wooded evergreen forests. The country is considered to have a Mediterranean-style climate with hot, dry summers and cool winters.

Tourists travel from all over the world to Jordan to experience first-hand the centuries of history and natural beauty found within its borders. Historically, the land of Jordan is where the Bible says John the Baptist baptized Jesus, while Mount Nebo was where

Moses is said in the Old Testament to have seen the Promised Land. Jordan is marked by the ruins of numerous Roman settlements, and is now home to the magnificent King Abdullah's Mosque.

Jordan is also bordered by the Red Sea as well as the lowest point on the earth's surface, the Dead Sea. Filmgoers may recall the final scenes in "Indiana Jones and the Last Crusade" where the towering facade of the Treasury at Petra, a renowned ancient Jordanian landmark, is seen in all its magnificent beauty. Jordan is consistently ranked as having a superior quality of life in comparison with many of its neighbors, and to the community of developing countries as a whole. Jordan has one of the highest standards of living in the developing world with a highly educated population that enjoys access to advanced healthcare services in urban and rural areas.

Post Highlights

FPD Jordan, marking its eighth year of operation in 2012, is headquartered at the U.S. Embassy in the capital city, Amman.

The Air Force Office of Special Investigations (AFOSI) is the lead agency for FPD Jordan, which is currently supervised by AFOSI Special Agent Ashraf Abdelhak. Abdelhak, a fluent Arabic speaker, has been with FPD Jordan for more than a year. He has broad knowledge of the region, its culture and of Jordan's significant place in the Middle East — all due in large part to his extensive counterintelligence training.

Immanuel Daniel, a Persian-Farsi trained Army special agent, has been with FPD Jordan for almost two years. His previous duty station, FPD Pakistan, provided him with an excellent background in the workings of a protection detachment. Special Agent Joseph Stephen brings seven years of experience as a Naval Criminal Investigative Service agent to FPD Jordan. He previously worked in Bahrain and is a native Arabic speaker. The office production manager is Wilda Hobson, a former Department of State employee who arrived from another post in Europe. She has been with the FPD for more than a year, providing a solid administrative backbone to an active office.

Photo provided by FPD Jordan

Force Protection Detachment Jordan members and Jordanian Directorate of Military Security leadership wrap up a meeting.

The unrest that led to numerous protests and riots in Amman in the early parts of 2011 — Jordan's own experience with the Arab Awakening — kept FPD Jordan extremely busy and its members in full view of DOD's leadership structure. Because of their close relationship with the Jordanian Directorate of Military Security and other host-nation law enforcement and intelligence organizations, detachment members were able to provide direct intelligence to the U.S. Embassy and DOD officials concerning threats against transient DOD personnel.

Because of its excellent working relationship with the U.S. Embassy staff in Amman, diplomatic officials stationed there regard the detachment as one of their most valuable sources of information and support. In fact, FPD Jordan recently received the State Department Meritorious Honor Award for "exceptional service" and for being the embassy's "eyes and ears for everywhere south of the capital."

FPD Jordan members effectively and efficiently provide counterintelligence and force protection support to numerous DOD commands and personnel. In 2010 FPD Jordan provided counterintelligence and force protection support to 17 ship visits; 513 aircraft landings; 15,171 transiting DOD personnel; and 21 exercises. In 2011 they provided support to 46 exercises and managed a record-setting production pace for intelligence reporting.

The members of FPD Jordan recently worked with U.S. Embassy officials on Eager Lion, the largest military exercise in the world. Eager Lion, held in May, was a bilateral strategic cooperation exercise between Jordan and the U.S. focusing on irregular warfare, special operations and counterinsurgency. FPD Jordan provided counterintelligence and force protection support to the U.S. military and the exercise participants.

In October 2011, at the International Association of Chiefs of Police meeting in Chicago, a re-signing of the memorandum of agreement (MOA) between FPD Jordan and the Jordanian Directorate of Military Security took place. This MOA is unique and the first-ever of its kind — an agreement between an FPD and host-nation services, it outlines each organization's commitment to work together on information, training and personnel exchanges, to further develop their capabilities.

MANAGING THE KNOWLEDGE of Defense All-Source Intelligence

By the Knowledge Management Office, DI

Knowledge Management is not just another buzzword. It's alive and well at DIA, ensuring the analytic mission.

Possibly you've heard of the term "knowledge management" — KM for short. Maybe you've thought of KM as the latest fad in a long line of buzz words associated with organizational process improvement efforts. If you are familiar with information management and data management, then possibly you define KM as akin to those concepts. In actuality, KM is a lot more.

Knowledge can be defined in a number of ways. For some it is the apprehension of truth through reasoning. For others it is a familiarity, awareness or comprehension acquired by experience. The most common feature of every definition of knowledge is the application of human intellect. All knowledge is based on framed experience, contextual information, expert insight and grounded intuition. As a result, KM is fundamentally concerned with the processes we use to make sense of data and information, discover and create knowledge, and disseminate and act upon that knowledge.

Fully realizing that knowledge, and its effective management, is a strategic asset to the agency, DIA's 2012-2017 Strategic Plan includes KM under Goal 3: Partner and Innovate to Gain Advantage. In 2011 DIA leadership committed to KM as an office-level activity to champion analysis and technology-mission integration within the Directorate for Analysis (DI). In turn, KM efforts are supported in the larger scope through the Defense Intelligence Analysis Program (DIAP).

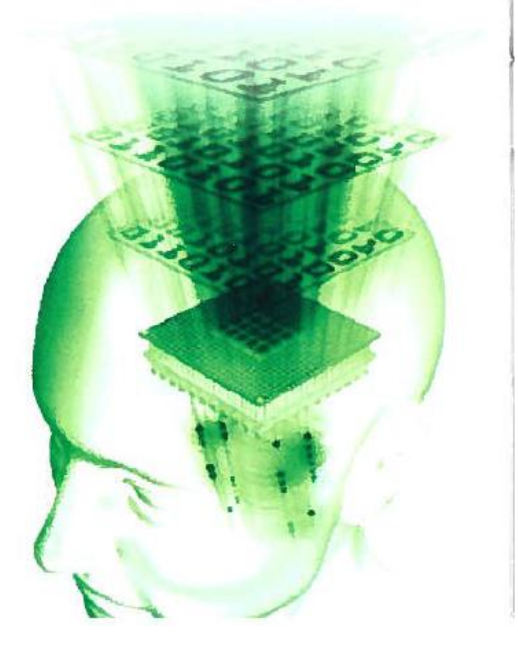
Why create an office to serve as a focal point for KM? Knowledge does not evolve from information and data spontaneously. Tremendous effort must be exerted to find, process, sort, think about, develop, produce and share knowledge — in effect, convert data and information into actionable knowledge. That, in turn, facilitates effective decisions. If an organization and its people do not effectively manage knowledge, the organization becomes dysfunctional and the timeliness and quality of decision-making is degraded. For DIA this kind of break down could cost lives. Thus, DIA created the of Knowledge Management Office (KMO) within DI to avoid that possibility by coupling state of the art analytic tradecraft with a solid knowledge management strategy.

KMO was designed to influence and guide DIAP planning, enable the all-source analytic process, and capture and share knowledge. To assist this effort, KMO recruited and developed expertise in everything from support system requirements to program management to performance measurement. KMO's services are used throughout the DIAP for a variety of tasks: supporting strategic resourcing and programming decisions; managing a variety of analytic tools investments; and overseeing daily production and dissemination of finished defense intelligence products.

> KMO was designed to influence and guide DIAP planning, enable the all-source analytic process, and capture and share knowledge.

Recognizing that information technology (IT) is a critical element to DI's mission success, DIA's Directorate for Information Management and Chief Information Officer (DS) was made an essential mission partner in the KM strategy. In fact, KMO now serves as DI's primary interface with DS. Together, KMO and DS work to improve all aspects of analyst IT systems investment, IT solutions development and IT operational support.

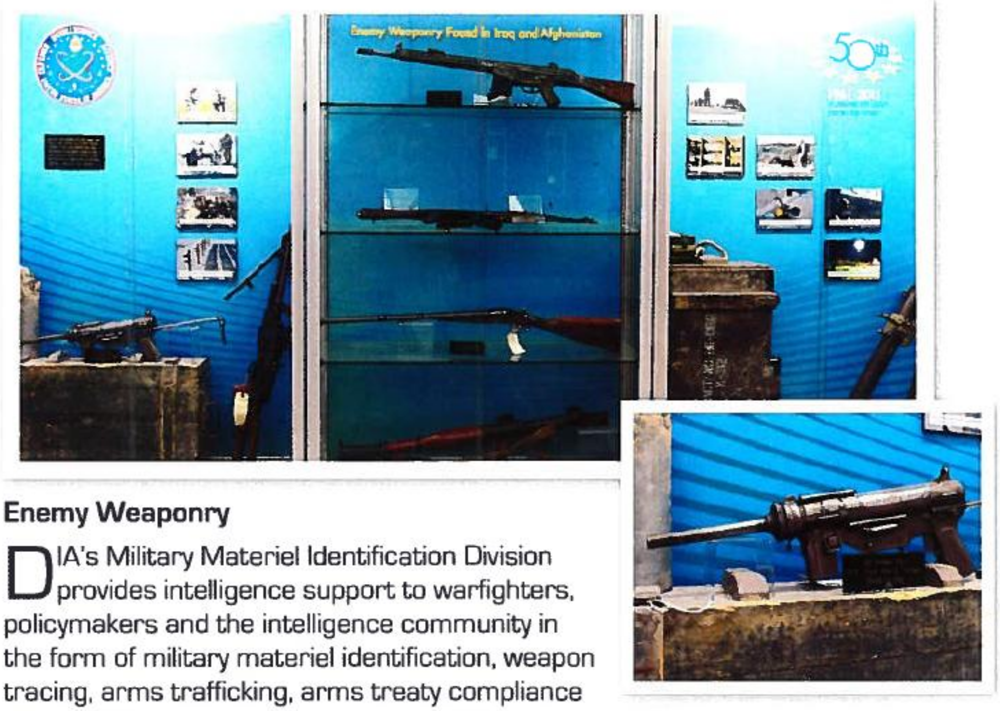
Everyone involved with the defense intelligence analytic community creates, maintains and shares knowledge. Every mission DIA supports relies on this knowledge. In a very real way, the safety of the nation depends on effective knowledge management. KMO understands this and approaches every KM issue or opportunity with care. However, given the size of the defense intelligence community, it is difficult to be aware of all KM-related issues. If you are an analyst, or directly support analysts, and know of a particular issue that obstructs the analytic mission, contact KMO to help to ensure DIA's analytic success.



SITES of DIA

Have you ever walked by something in the building and wondered what it was and where it came from? The Communiqué and History Office staff are highlighting a few of the many sites of DIA. If you have one to add to our list — whether at DIA Headquarters or elsewhere — contact Christine Wolfe at 202-231-0815.

DEFENSE INTELLIGENCE AGENCY
Committed to Excellence in Defense of the Nation
One Mission. One Team. One Agency.



Enemy Weaponry

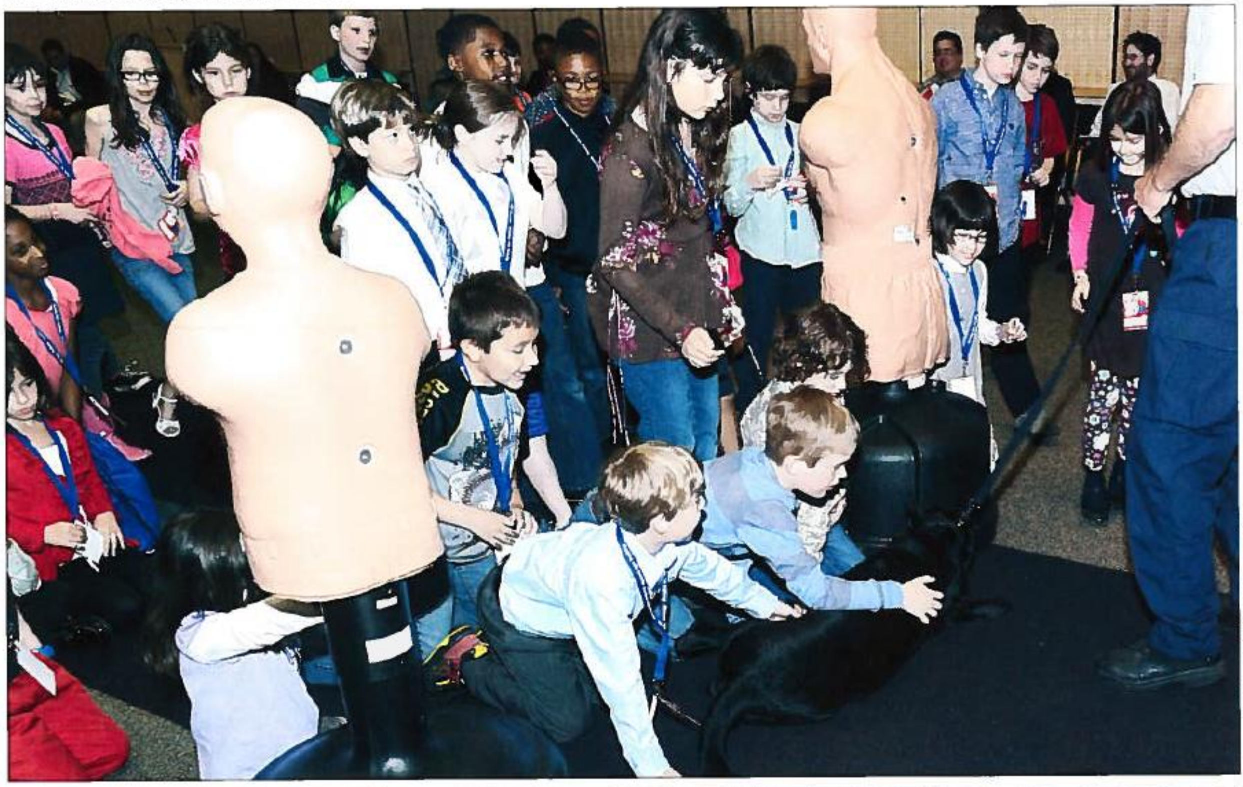
DIA's Military Materiel Identification Division provides intelligence support to warfighters, policymakers and the intelligence community in the form of military materiel identification, weapon tracing, arms trafficking, arms treaty compliance monitoring and foreign materiel acquisition and exploitation. A sampling of the wide variety of enemy weaponry found in Iraq and Afghanistan is on display at DIA Headquarters in the Tighe Lobby. The display includes an Iranian-produced version of a G3 assault rifle; a vintage World War II M3 grease gun [inset]; a Chinese-made M-80 PKM machine gun; a Spanish-made double-barreled shotgun; an Al-Jaleel 60mm mortar; an AK-47; and an RPG-7 anti-tank grenade launcher and grenade.

Strasburg Baseball

The ceremonial first ball is a longstanding ritual of American baseball, where a guest of honor throws out the ball to mark the end of pregame festivities and the start of the game. The ceremonial thrower is usually a notable person — a dignitary, celebrity or former player. DIA Director LTG Ronald Burgess Jr. held this exclusive honor on DIA Game Day at Nationals Park in September 2011, as part of the agency's 50th anniversary celebrations. In honor of DIA's milestone, Nationals' pitcher Stephen Strasburg signed and gifted a game ball to DIA, now on display at DIA Headquarters in the Missile Lobby. After the game day, DIA ranked as the single largest Department of Defense purchaser of tickets with the Nationals.

I spy with my little eye something … furry.

DIA Headquarters hosted nearly 300 participants April 26 for its annual Take Your Child to Work Day. Activities like K9 and Basic Physical Defense demonstrations (pictured) helped children get a taste of what it's like for their parents to work at DIA. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the July 31 InterComm.



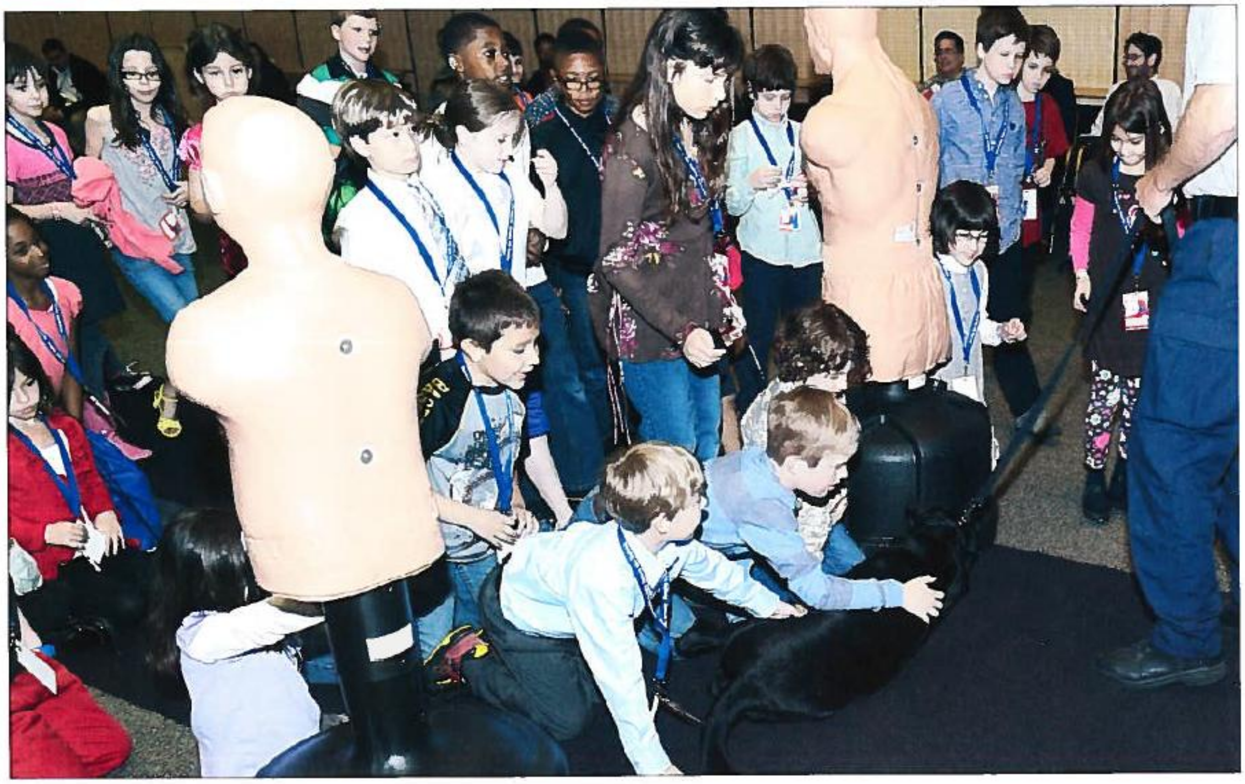


Photo by SSgt Schelli T. Jones, CP

on the HORIZON

events for AUGUST & SEPTEMBER 2012

AUGUST

Aug. 10 DIA Annual Picnic, 10:45 a.m., Giesboro Park, JBAB

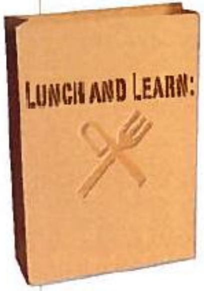
Aug. 4 Coast Guard Day

Aug. 16 Human Language Technology Showcase, DIA Headquarters

Aug. 19 Ramadan Ends

Aug. 21 NIU Alumni Luncheon: Cultural quirks that shape Iranian behavior, Pulcinella Restaurant, McLean, Va.

Aug. 26 Women's Equality Day



Aug. 27 NIU Class of 2013 Convocation

Aug. 28 Lunch and Learn: Planning an event at DIA, 11:30 a.m., N-473

SEPTEMBER

National Preparedness Month

Sept. 3 Labor Day

Sept. 5 Blood Drive, 9 a.m. to 1 p.m., DIA Conference Center

Sept. 10 Employee self-assessments due to rater

Sept. 11 Patriot Day

Sept. 15 National Hispanic Heritage Month begins

Sept. 17 NIU Outreach Day, Tighe Lobby, DIA Headquarters

Sept. 17 Rosh Hashanah begins at sundown

Sept. 17 Constitution Day

Sept. 18 U.S. Air Force 65th Birthday

Sept. 19 DIA Fall Golf Tournament, 8 a.m., Joint Base Andrews, Md.

Sept. 19 National Preparedness Day, begins 8 a.m., DIA Headquarters

Sept. 21 POW/MIA Recognition Day

Sept. 22 First day of autumn

Sept. 25 Yom Kippur begins at sundown

Sept. 26 DIA Homecoming, DIA Headquarters

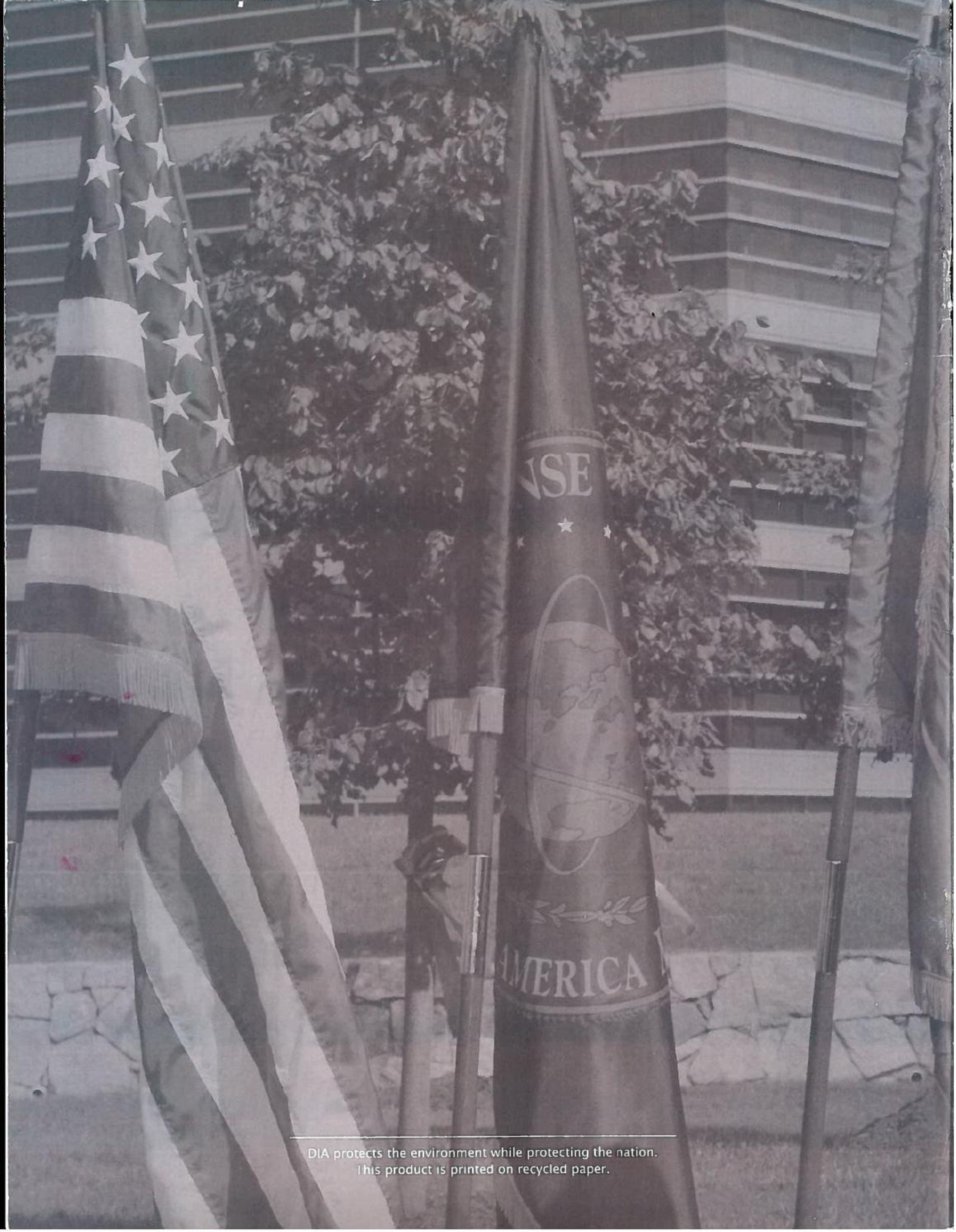
Sept. 26 Torch Bearer's Award Induction Ceremony, DIA Headquarters

Sept. 28 Native American Day

Sept. 30 Performance cycle ends

Sept. 30 End of fiscal year

For further information or updates concerning these events, please refer to the InterComm website.


NSE
AMERICA

DIA protects the environment while protecting the nation.
This product is printed on recycled paper.